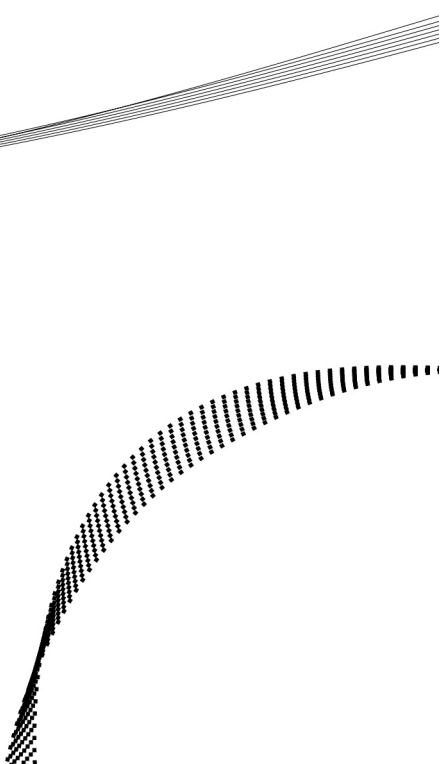





When loyal customers turn into hateful enemies



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| Date | 12-09-2016 |



Abstract

The purpose of this study is to investigate the effects of service recovery efforts (poor vs. excellent) and situational complaining factors (offline vs. online, private vs public) on brand hate and its related behavior. This study argues that, the way in which a complaining customer will be treated after a service failure will be essential in the creation of brand hate. Subsequently, the situation in which the service recovery effort occurs will also influence the creation of brand hate. Besides, it is argued that the relationship between service recovery efforts and brand hate could be influenced by the moderating factor of forgiveness.

This study consists of a 2 (poor vs. excellent service recovery efforts) x 2 (offline vs. online complaining) x 2 (private vs. public complaining) between subjects experimental design. The manipulations of the factors were implemented in eight scenarios, that were included in an online survey. Approximately 300 subjects were gathered but after careful scrutiny a total of 210 subjects remained.

Regarding the main research question, *to what extent have service recovery efforts and situational complaining factors an influence on the creation of brand hate and the expression of its related behaviors?*, the results showed two significant main effects. The first main effect was found between poor service recovery efforts and brand hate. Subsequently, the second main effect was between brand hate and several brand hate behaviors. The proposed mediation of forgiveness was not confirmed. However, the relation between service recovery efforts and several brand hate behaviors was mediated by brand hate, even though it was not hypothesized.

Future research could aim towards the construction of reliable scales for both brand hate and the brand hate behaviors. Until now, no "ready-made" scale exists. Also, this study could be reproduced with some adjustments in the design. In order to find more effects the research method should be modified. Or, future research could study the possibilities to restore the relationship between a hateful consumer and a neglecting company.

Keywords: service recovery efforts, offline vs. online complaining, private vs. public complaining, brand hate, brand hate behaviors, forgiveness, consumer-brand relationship

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1. Introduction

"Your most unhappy customers are your greatest source of learning."

- Bill Gates (Microsoft)

The term brand hate is a new concept in the literature. Brand hate can have negative effects on the management of a brand. Customers who experience brand hate are usually dissatisfied about a brand, product, company or service. They experienced for example a service failure and received poor recovery efforts by a specific company. This dissatisfaction of customers is the beginning of creating negative emotions towards a certain company, brand, product or service. The customer will turn these negative emotions into actual (brand hate) behavior, such as negative word-of-mouth (complaining behavior), reducing their purchase behavior or even stop purchasing instantaneously. Customers are more inclined to remember the negative experiences instead of their positive experiences with a company (Rust et al., 1999). Customers are motivated to hurt a company publicly as a result of their dissatisfaction (Tripp & Grégoire, 2011). Additionally, customers usually want to protect other customers of having the same negative experience.

Customer's complaining behavior has evolved from a private event into a public event (Ward & Ostrom, 2006). Previously, customers would only voice their dissatisfaction to a few friends or family members. Nowadays, customers' focus has shifted towards the mass media, to address a broader public. The internet and the rise of the user-generated content (Facebook, YouTube etc) made it possible for customers to communicate their dissatisfaction easily, quickly and to a lot of people. In other words, social media made it possible for customers to complain online (Grégoire et al., 2015). Their shared dissatisfaction is accessible for anyone at anytime and leads to the creation of online brand hate and anti-brand websites (Kucuk, 2008). These websites have experienced an increase in strenght and numbers (Tripp & Grégoire, 2011; Krishnamurthy & Kucuk, 2009). Anti-brand websites are "online spaces that focus negative attention on a specific targeted brand. Such sites use visual expression, memorable domain names, critical language to create a negative online identity for the targeted brand" (Bailey, 2004; Harrison-Walker, 2001, as cited by Krishnamurthy & Kucuk, 2009, p.1119). Worldwide well-known brands, like Starbucks (Starbucked.com) or Coca-Cola (Killercoke.org), have to cope with these anti-brand websites. Dissatisfied, angry or even hatefull consumers will publicly voice their complaints on these anti-brand websites. These consumers do not expect a response to their complaint, but they solely want to warn other consumers (Lee & Cude, 2012).

As mentioned, the increase in online complaining is so immense that besides user-generated content, third-party organizations also produce online complaining platforms, like klachtenkompas.nl or degeschillencommissie.nl (Tripp & Grégoire, 2011). Additionally, the cross-industry study of Drennan (2011) showed, that it is less probable that customers will buy from a company that ignores online complaints.

In the past negative word-of-mouth, for example, only reached a relatively small audience. Nowadays, online posts go viral and reach millions of

people in a short period of time, resulting in damaging a company's brand and/or reputation (Tripp & Grégoire, 2011).

A very good example of such a (successful) viral post is musician Dave Carroll, see Figure 1.1. He was given the unfortunate surprise that his expensive guitar of \$3,500 was damaged (the neck of the guitar was broken) during his flight with United Airlines. This happened during the luggage handling. He instantly alarmed employees of United Airlines at the airport, but none of them had the authority or interest to administer his complaint or wanted to be of service. After months of frequently being passed from one person to another and explored every customer service option possible, he got his answer of being unsuitable for any compensation. Dave became so frustrated that this anger grew into revenge. This resulted in a vengeful song, including lines like "I should have flown with someone else, or gone by car, because United breaks guitars" (Youtube.com, 2009). In 2009, he posted his song on YouTube and it immediately became a success. On the first day the song received 150,000 views, increasing to 15 million views nowadays. His song went viral and was announced in different media worldwide. Only after that happened did he receive compensation from United Airlines (Tripp & Grégoire, 2011). According to Grégoire et al. (2015), from a company's point of view this is one of the most awful and adverse ways of customers' complaining. This example shows how quickly customers' dissatisfaction can spread and be picked up by several media. It demonstrates that other customers can (in)directly form negative associations about United Airlines after hearing this song. The creation of negative associations has a bad influence on United Airlines' reputation.

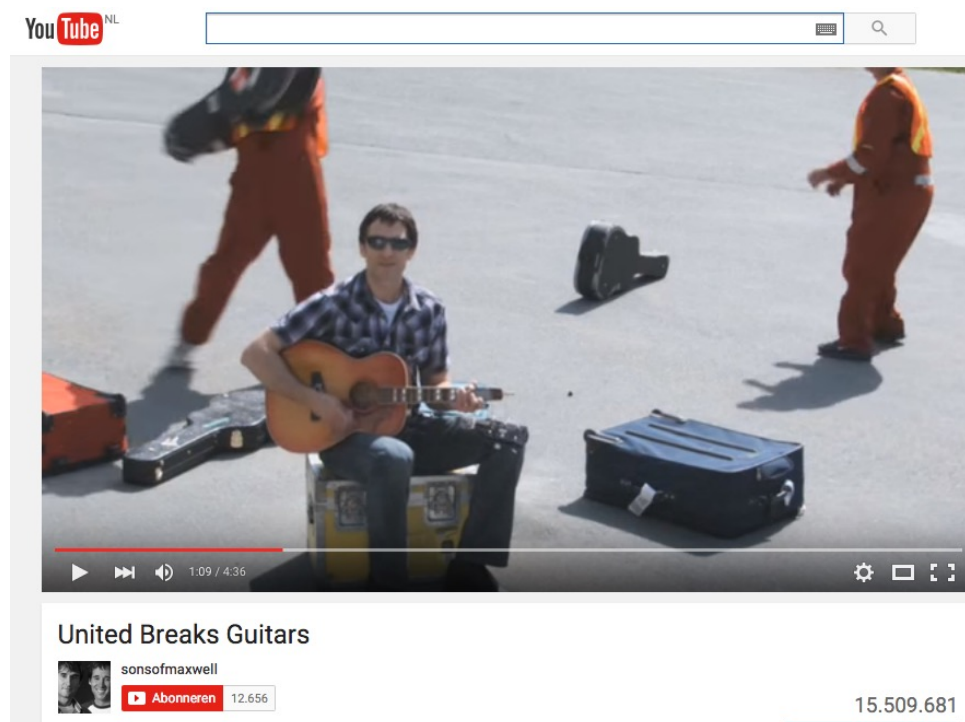


Figure 1.1. United Breaks Guitars by Dave Carroll (Youtube.com, 2009)

Thus, (online) brand hate is uncontrollable and has negative effects for companies, therefore it is important to gain more knowledge on brand hate. Because brand hate is a new phenomenon in the literature, there is not much research conducted yet. Therefore, this research has great theoretical relevance because it will contribute to create more knowledge about the concept of brand hate. It will bring the theory forward.

Until now, the research on brand hate focuses for example on brand hate motives (Lee, Motion & Conroy, 2009) and brand hate behavior (Grégoire et al., 2010). In case of a service failure, a company can react in several ways, ranging from very kind and empathic to very annoyed and uninterested. The way in which a customer's complaint is handled will have an influence on the perceived (dis)satisfaction of the customer. Therefore, the level of service recovery efforts will have an influence on this creation. Since brand hate is uncontrollable, companies should become more aware about their contribution to the creation of brand hate against their own company. Assessing their service recovery efforts is a good starting point.

Besides the theoretical relevance, this research also contains practical relevance. Companies can use the outcomes of this research and implement them in their business operations. They could critically evaluate their own service recovery efforts, in an attempt to create less brand hate or to minimize the provocation. Moreover, keeping your existing customers satisfied in the long run is more profitable than finding new ones (Fornell & Wernerfelt, 1987), because the expenses to acquire new customers are five times as much than to maintain the current ones (Desatnick, 1988).

To conclude, this study will address the following research question:

"To what extent have service recovery efforts and situational complaining factors an influence on the creation of brand hate and the expression of its related behaviors?"

The following section, the literature review, will further elaborate on this research question.

2. Literature review

This chapter represents the theoretical framework, which will function as the foundation of this research. It will start by defining the concept of service recovery, the starting point of creating dissatisfied customers.

2.1. Service recovery

One of the most essential proposals in marketing is that customer satisfaction engenders loyalty and loyalty in turn engenders profit (McGovern & Moon, 2007). Service failures could damage customers' satisfaction and could jeopardize a company's reputation and profitability. A service failure occurs when the provided service does not correspond with the customers' expectation. Customers' expectations could be interpreted as a measurement of customers' satisfaction (Roy et al., 2011). When customers' expectations are not met, they could experience a disbalance in their relationship with the company. They will be motivated to recover the balance for relational and economic reasons (Grégoire & Fisher, 2006). From the relational perspective, customers expect to be treated with care, importance and respect because the company values them (Lind & Tyler, 1988). From the economic standpoint, customers expect to receive fair services (or products) for the money that they have paid to the company (Thibaut & Walker, 1975).

After a service failure, customers can recover the balance in their relationship with the company through recovery or revenge (Grégoire & Fisher, 2006). Recovery refers to a positive approach of the company to provide something to the customer in order to compensate for their service failure (Grégoire & Fisher, 2006). For example, through an apology, a reimbursement or a discount (Smith et al., 1999). Here, customers seek improvement of their own situation (Grégoire & Fisher, 2006). Revenge on the contrary, refers to a negative approach of the customer to punish the company for the damage it has caused (Aquino et al., 2001; Skarlicki & Folger, 1997). Here, customers are motivated by their desire to make the company pay (Grégoire & Fisher, 2006).

A company's response after a service failure is essential, a company can either try to recover the satisfaction to amplify loyalty or to provoke the situation and stimulate the customer to turn to the competition (Smith et al., 1999). Because customers respond strongly after a service failure (Smith et al., 1999), a company should carefully manage their service recovery efforts. Service recovery refers to "the actions an organization takes in response to a service failure" (Gronroos, 1998 as cited by Smith et al., 1999, p. 356). Customers will judge the recovery efforts' perceived quality in order to create a satisfaction judgement about the company's service recovery (Andreassen, 2001). The outcome of this satisfaction judgement will be the basis for customers' decisions to either continue the relationship with a company or to terminate it (Andreassen, 2001).

Customers have certain expectations of how they should be treated by a company in case of a service failure (McColl-Kennedy & Sparks, 2003; Tax et al., 1998). According to Keaveney (1995), customers will switch to another competing organization when a company fails in their service recovery efforts.

Stauss (2002) stated that, “the satisfaction of complainants (Singh, 1990) with a company’s response has enormous impact on the customers’ future behavior” (as cited by Krishna et al., 2014, p.266). Thus, service recovery efforts have a powerful impact on customers’ future intention and customers’ retention rate. Furthermore, the service recovery paradox claims that, customers who experienced a service failure and received an excellent service recovery will be more satisfied than customers who never experienced a service failure (for example, Krishna et al., 2014; Andreassen, 2001; McCollough & Bharadwaj, 1992). Successful recovery efforts of services failures result in an increase of customers’ confidence and enhances their trust (for example, Krishna et al., 2014; Davidow, 2003; Berry et al., 1990). An organization expressing successful service recovery efforts wants to create assurance and empathy among their customers, in order to establish a protective feeling (Krishna et al., 2014).

Thus, the better the service recovery, the higher the level of postrecovery satisfaction that will be reached (McCullough et al., 2000). This in turn will create an increasement in customers’ tolerance for the service failure, resulting in greater loyalty, trust and the creation of positive word-of-mouth (Krishna et al., 2014; Chang & Chang, 2010; Szymanski & Henard, 2001). Furthermore, exquisite service recovery efforts fade away customers’ negative memories of the service failure and replace them with positive ones instead (Krishna et al., 2014).

According to Zeithaml, Berry & Parasuraman (1996), customers who dealt with a service failure and received a satisfactory level of recovery efforts have a significantly more positive behavioral intention than customers with an unsatisfactory level of received recovery efforts. The recent study of Bougoure et al. (2016) also stated, that a company’s complaint handling positively influences satisfaction about the complaining process, the overall satisfaction and ultimately the brand credibility.

In case of poor recovery efforts, customers’ dissatisfaction will increase because they will experience the feeling of being unimportant. This negative emotional state of dissatisfaction will result in expressing negative “revenge” behaviors, like spreading negative word-of-mouth, complaining or rejecting the company (McColl-Kennedy & Sparks, 2003; Tax et al., 1998). The desire of the customer to get even with the company is accomplished.

To conclude, poor service recovery efforts have the power to turn loyal, satisfied and profitable customers into dissatisfied, revengeful enemies: *“when love turns into hate”*.

2.2. Brand hate

As mentioned, a disadvantage of a commitment relationship between companies and customers, is the fact that customers can react and behave in a negative way when dealing with a failure of a company (Bendapundi & Berry, 1997). When customers experience a violation in their relationship with a certain company, for example through a service failure, leading to “ill-will and consequent negative repercussions” (Bendapundi & Berry, 1997, p. 33). These repercussions may include different kinds of negative behaviors for example, grudge holding, negative word-of-mouth and it can lead to the

creation of anti-brand websites (Andreassen, 2001). Ultimately, these repercussions are expressed into brand hate.

Brand hate, the opposite of brand love, is a relatively new subject in the literature, which explains why there is only a limited amount of literature available. Brand love is defined as “the degree of passionate emotional attachment that a person has for a particular brand” (Carroll & Ahuvia, 2006, p. 81). Brand hate also represents a strong emotional attachment to a certain brand, however this attachment indicates only negative or aggressive emotions. Brand hate can be defined as “an intense negative emotional affect towards the brand” (Bryson et al., 2010). These intense negative emotions represent the intention of a customer to, for example actively choose to avoid or reject a brand. Moreover, these emotions could influence negative behaviors like expressing negative feelings to others (Bryson et al., 2013). The research of Bryson et al. (2010) showed, that of their 450 participants, 93% did not have any difficulties identifying a brand they hated. To illustrate, brand hate is becoming an increasingly persistent concept.

Bryson et al. (2013) stated that “brand hate can be seen as the extreme negative affective component of attitude towards a brand” (p.395). Furthermore, attitude has been a predictor of behavior intention, which leads to actual behavior (Sheeran, 2002). Thus, if customers experience negative emotions towards a brand (also, attitude), could the intention to reject the brand be a possible consequence (actual behavior).

Before brand hate will occur, there has to be a cause for the creation of these negative emotions. As mentioned in the previous paragraph, poor service recovery can result in revengeful customers who want to get even. This state of vengeance encourages and nourishes the creation of brand hate. In addition to the latter, Funches et al. (2009) developed four motives for customer brand vengeance: perceived injustice, service recovery failure, product failure and situational factors, like waiting time and crowds. These motives will be established after one’s actual experience with a particular product or service of a company (brand). The greatest trigger for vengeance behavior is interactional justice. Obviously, hostile, unkindly and poor recovery efforts encourage a customer’s need for vengeance (Funches et al., 2009). When a customer is not able to voice one’s dissatisfaction or is ignored, which will also supports the tendency of vengeance (Funches et al., 2009; Greenberg & Alge, 1998).

To conclude, the greatest source of the creation of brand hate is poor service recovery efforts. Dissatisfied customers will turn into revengeful enemies who are extremely motivated to get even with the negligent company.

In order to establish a clear relationship between service recovery efforts and brand hate, this study defines service recovery efforts as a “two-leveled” concept, which both have a different influence on the creation of brand hate:

1. *Excellent service recovery efforts*

In this case, the customer will be treated extremely kind, decent and correct. The service failure will be handled thoroughly, the whole

process will be analysed accurately in order to prevent making mistakes. The customer will develop a feeling of being important to the company because one is taken seriously. As a result, no hating behavior will be created.

2. *Poor service recovery efforts*

In this case, the customer will be treated extremely rude and unkind. The company will give the customer the impression of being an extreme and unimportant nag. The customer won't be able of out-arguing the company and won't receive any compensation at all. This will result in the creation of pure hate against the company. The state of vengeance has emerged.

Based on the aforementioned literature, the following hypothesis is formulated:

- H1 Customers who experienced poor service recovery will sooner experience a higher level of brand hate than customers who experienced excellent service recovery.

In order to make the relationship between service recovery efforts and brand hate more interesting and complex, it can be argued that different situational complaining factors will influence this relationship.

2.3. Situational complaining factors

These factors determine the context in which the service recovery efforts occur. They are divided into offline vs. online complaining and private vs. public complaining. This difference is made because customers will adjust their behavior according to a specific situation. The situational complaining factors will influence customers' attitude, perception and ultimately their behavior. The two following subparagraphs will discuss these factors.

2.3.1. Offline vs. online complaining

To insure and increase customer satisfaction and loyalty, to enhance financial performance and try to prevent negative word-of-mouth, effective complaining management should be carefully managed (Andreassen & Streukens, 2013; Dong et al., 2008; Tax et al., 1998).

As mentioned in the introduction of this study, customer's complaining behavior has evolved from a private event into a public event (Ward & Ostrom, 2006). Moreover, the number of people who complain online has experienced an immens growth in number and strenght (Tripp & Grégoire, 2011; Krishnamurthy & Kucuk, 2009). A study of ter Voert (2013) described how her company investigated 2000 complaints made on social media, across 10 different industries in the Netherlands. According to this study, 30% of the online complaints are only made to share negative feelings (ter Voert, 2013). Additionally, 23% of these online complaints are exclusively made out of vengeance (ter Voert, 2013). Also, 70% of these complainers hope to receive a response, while in fact only 38% receives one (ter Voert, 2013).

Figure 2.1. displays the complaining channels which consumers choose

based on their motives. According to this figure it can be concluded, that online complaining out of vengeance and to share negative feelings occur most on social networking sites. Consumers complain either online to retribute directly to the faulty company or to publicly share their dissatisfaction about the company (Grégoire et al., 2009; Mattila & Wirtz, 2004). Besides online complaining, consumers could also complain directly to the company, in a face-to-face manner called “complaining offline”.

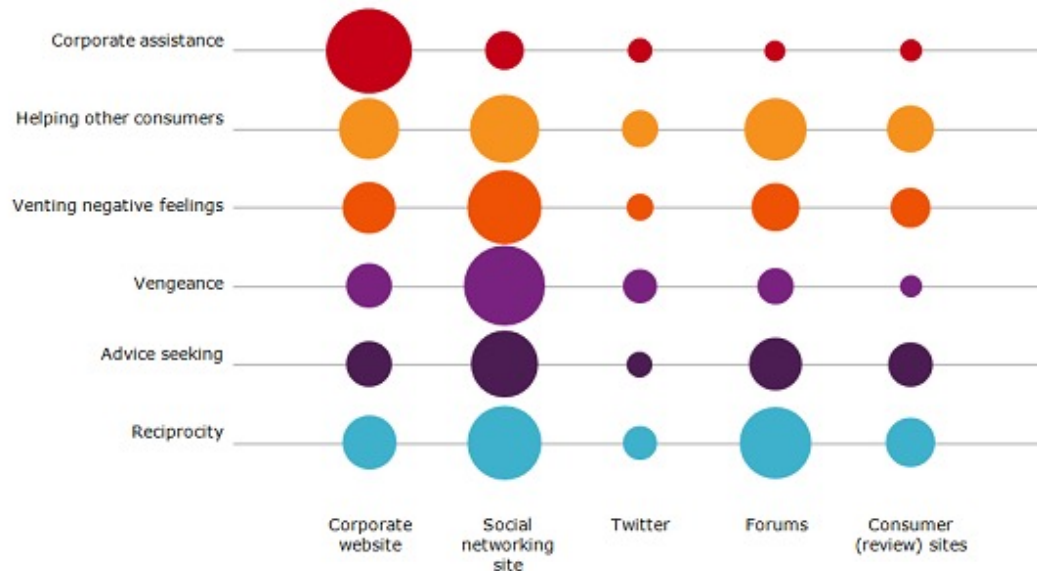


Figure 2.1. Complaining channels based on consumers' motives (ter Voert, 2013)

However, the most important reasons for consumers not to complain offline are time and effort (Voorhees et al., 2006). Online complaining is much faster and easier, it stimulates a consumer's convenience. The latter is in accordance with van den Broek's "slacktivism" (2016). The word "slacktivism" refers to the concepts of *slacker* and *activism*. Consumers who are slaktivists are motivated to complain ("protest"), but only when it is made very easy to complain.

According to a study of the Institute of Customer Service, consumers are becoming more inclined to complain on social media (Theguardian.com, 2015). Online complaining is accessible at anytime, anyplace and it involves asynchronous communication, which requires no communication partner (Zaugg, 2006). As reported by Lee & Cude (2012), "it may be just as easy to communicate with complete strangers online as it is to share information with family and friends" (p.91).

Online complaining is considered attractive due to social influence and anonymity. The former could affect other consumers' opinion, e.g. by reading someone else's negative complaint on social media (Andreassen & Streukens, 2009). Previous research also found that anonymity has an influence on internet relations (McKenna and Bargh, 2000). Anonymity refers to a consumer's ease of protection, it is easier to voice one's dissatisfaction without publicly stating one's name. Therefore, online complaining could be interpreted as being easily accessible because anonymity is guaranteed. The latter could increase one's level of courage, because anonymity decreases

people's inhibition. Consumers behave more bluntly online than they would offline, face-to-face (McKenna and Bargh, 2000). Furthermore, it is more likely that aggressive responses, verbal hostility and misunderstandings occur online than offline (Dubrovsky et al., 1991; Culnan & Markus, 1987; Siegal et al., 1986; Kiesler et al, 1984). Moreover, online complaining reduces a consumer's psychological costs, because direct distressing reactions can be dodged (Zaugg, 2006). On the contrary, these distressing reactions increase the threshold of offline complaining (Zaugg, 2006). Therefore, online complaining has created a lower threshold than offline complaining.

Until now, no research has studied the relation between online vs. offline complaining and brand hate. Therefore a distinction is made between online and offline complaining. This will be combined with the service recovery efforts, in order to determine a situation in which the highest brand hate level could be established.

In accordance with the aforementioned literature, the following hypotheses are formulated:

- H2 Customers who complain online will sooner experience higher levels of brand hate than customers who complain offline.
- H3 Customers who experience poor online service recovery will sooner experience a higher level of brand hate than customers who experience poor offline service recovery.

2.3.2. Private vs. public complaining

Besides the relationship between online and offline complaining and brand hate, complaining in a private or public environment is also addressed in this study. Compared to offline and online complaining, private and public complaining also has not received much attention.

The difference of being alone or in the presence of others will have a direct influence on customers' socially responsible behavior and an indirect effect on the creation of brand hate. Customers who are in the presence of others may be more reserved than when they would be alone, because they want to keep their positive face up according to the politeness theory (Roberts, 1992). Thus, it is assumed that customers will behave differently in a public environment than a private one.

Negative emotions are often associated with service recovery efforts and therefore have a strong urgency for coping strategies (Mattila & Wirtz, 2004). According to Folkman & Lazarus (1988), there are two coping strategies: emotions based coping and problem-based coping. The former contains direct actions to solve the problem, while the latter contains indirect actions to reduce emotions (Folkman & Lazarus, 1988). As mentioned, the reduction of emotions occurs in online complaining, in order to avoid distressing situations. The same could apply for private and public environments. In a public environment one could feel shameful or uncomfortable to express one's emotions publicly. Tangney (1999) stated that

“shame affects one’s core identity, which often leads to a desire to escape or hide from others” (as cited by Mattila & Wirtz, 2004, p.149). Shame stimulates people to avoid interactive channels, despite their desire or motivation to complain (Mattila & Wirtz, 2004).

Thus, it could be assumed that customers who complain privately instead of publicly care more about what others will think of them. Therefore, these customers would more likely express their emotions, ultimately brand hate, privately.

Based on the aforementioned theory the following hypotheses are formulated:

- H4 Customers who complain privately will sooner experience higher levels of brand hate than customers who complain publicly.
- H5 Customers who experience poor online private service recovery will sooner experience a higher level of brand hate than customers who experience poor offline private service recovery.

Subsequently, the relationship between service recovery efforts, the situational complaining factors and brand hate could be influenced by customers’ personal factors. Customers’ perceived importance and (dis)satisfaction will differ among individual customers. Hence, all customers’ perceptions differ from one another, customers can not be treated as one big equal group. Instead, they should be treated as a group of individuals with all different needs, ideas, motivations and perceptions. One customer will experience brand hate sooner or easier than another one, because these customers are able of experiencing a higher level of disbalance. These customers have a higher level of patience and can experience more disbalance before they turn it into negative emotions. Therefore, the relationship between service recovery efforts, situational complaining factors and brand hate could be influenced by the concept of forgiveness. Forgiveness is an important characteristic of customers who won’t easily experience hating behavior.

2.4. Forgiveness

Forgiveness is a solution for interpersonal transgressions, it will disturb the cycle of, for example avoidance or vengeance and will decrease this negative behavior (Malcolm & Greenberg, 2000; McCullough & van Oyen Witvliet, 2002). In other words, forgiveness functions as a remedy to the tendency towards revenge or other negative behavior. One finds it generally more difficult to forgive intentional and severe offenses and their related negative consequences (Boon & Sulsky, 1997; Girard & Mullet, 1997).

There are various definitions used in the field of forgiveness; e.g. forgiveness as a trait or forgiveness as a state (e.g. Finkel et al., 2002; McCullough et al., 1998; Sells & Hargrave, 1998). All of these theories explain the concept of forgiveness differently, but one common factor is that forgiveness stimulates more positive behavior than negative behavior against the offender. According to McCullough & van Oyen Witvliet (2002), forgiveness is “an approach whereby people quell their natural negative responses to transgressors and become increasingly motivated to enact positive ones

instead” (p.447). Thus, forgiveness will be described as the ability of turning negative behavior into positive behavior towards the transgressor (e.g. Finkel et al., 2002; McCullough et al., 1998). Consequently, forgiveness will change someone’s emotions, thoughts and/or behaviors towards the offending party (McCullough & van Oyen Witvliet, 2002). Additionally, unforgiveness is an undesirable emotional state (Berry et al., 2005). To illustrate, unforgiveness could result in negative behaviors like seeking revenge and grudge holding (Beverland et al., 2009). Unforgiveness in turn leads to vindictive (hating) behavior, where one wants to “get even” with the offender (Finkel et al., 2002).

As indicated, this study defines forgiveness as the ability of letting negative behavior (hate) go, resulting in a change of attitude. Thus, if people are able to reduce their negative behavior (their dissatisfaction or anger), they won’t easily experience brand hate or its related behavior. Forgiveness and brand hate are therefore linked to one another, if one is able to forgive one should experience less or no brand hate. However, this study also states that the ability to forgive will be dependent on the situation one is in. The latter will have an effect on one’s emotions and ultimately one’s behavior. Therefore, forgiveness is interpreted as a state, instead of a trait. To conclude, forgiveness will be used as a mediator in this research.

Based on the aforementioned literature, the following hypothesis is formulated:

- H6 Customers who experience poor service recovery and have a low level of forgiveness *as a state* will sooner experience a higher level of brand hate than customers who experience poor service recovery and have a high level of forgiveness *as a state*.

If these relationships will in fact establish high levels of brand hate, what kind of brand hate behaviors will these customers express? The following paragraph will examine several brand hate behaviors.

2.5. Brand hate behaviors

Customers will seek revenge, regardless of the context, against an offending company as a response to dissatisfaction (Funches et al., 2009). By seeking revenge customers want to reestablish their sense of justice (Murphy, 1993). Anti-consumption behaviors and the call for social support are the most important elements of revenge (Funches et al., 2009). These two elements are important components in for example, the creation of anti-brand websites (Funches et al., 2009). This indicates that revenge seeking goes beyond “getting even”, it is nowadays much more extreme (Funches et al., 2009). In their research, Funches et al. (2009) make a distinction between different anti-consumption behaviors (also referred to as brand hate behaviors):

- *Cost and loss*
This brand hate behavior indicates if for example, a customer pays too much money for a specific product. As a result, the customer will try to cost the company money as well, for example by placing fake orders

(Huefner & Hunt, 2000). A distinction is made between social, financial and time loss. Social loss is defined as “a perceived loss of dignity or respect during the transaction” (Funches et al., 2009, p. 233). Financial loss is described as “any loss of money or value” (Funches et al., 2009, p. 233). Time loss arises when the purchase takes too much time. These definitions could be interpreted as no actual brand hate behaviors as such, though they nourish the desire to get even.

- *Consumption prevention*
Customers will prevent other customers from buying, (negative) word-of-mouth is a good example of wanting to prevent others from buying.
- *Voice, betrayal and exit*
Voice indicates that customers will express (“voice”) their dissatisfaction to the related company. Betrayal means that customers will turn to the competitor and express their dissatisfaction to them (about the company they betrayed). Exit indicates the ending of the relationship between the dissatisfied customers and the related company. The customers will no longer be a customer of the company and will stop buying its products (Hirschman, 1970).
- *Boycotting and purchasing slowing down*
If dissatisfied customers choose to boycott a certain company, they will slow down their purchase behavior because they want to punish the company. According to Hirschman (1970), boycotting indicates a certain level of implicit commitment. Consequently, there is a possibility that the dissatisfied customers withdraw their boycott if certain conditions are met. Boycotting does not automatically imply rejection and exit.

Additionally, Grégoire et al. (2009) indicate that brand hate may result in two brand hate behaviors: avoidance and revenge. Revenge behavior can be defined as “customers causing harm to a company after an unacceptable service” (Grégoire et al., 2010; Zourrig, Chebat, & Toffoli, 2009 as cited by van Delzen, 2014). Grégoire et al. (2009) distinguish revenge behavior into direct behaviors and indirect behaviors, because they both have different effects and request different interferences.

Direct behaviors are the “payback” behaviors, or as Grégoire et al. (2010) state “the face-to-face behaviors”. These direct behaviors are divided into marketplace aggression and vindictive complaining (Grégoire et al., 2010). Vindictive complaining appears when customers voice their dissatisfaction directly to an employee in order to disturb a company’s activities (Grégoire et al., 2010; Grégoire & Fisher, 2008).

Indirect behaviors are the “complaining” behaviors, or as Grégoire et al. (2010) indicate “the behind-a-firm’s-back behavior”. These behaviors are distinguished into negative word-of-mouth and online complaining for negative publicity (Grégoire et al., 2010). Negative word-of-mouth is the extent to which a customer speaks poorly about a company to others and advises others to avoid that company (McColl-Kennedy et al., 2009; Bonifield & Cole,

2007). By sharing their negative experiences customers want to damage a company's reputation. Avoidance is a more passive behavior compared to the other (active) brand hate behaviors. These customers will still be dissatisfied but they choose to deliberately and consciously avoid a certain brand, because they associate negative consequences or meanings with that particular brand (Shyue Wai Lee, 2007). They will decrease their patronage (Grégoire et al., 2011) but do not feel the need of sharing their dissatisfaction.

Because the brand hate behaviors described by Grégoire et al. (2009) and Funches et al. (2009) have some overlap, this research will distinguish the following brand hate behaviors:

- Avoidance
- Payback behaviors
- Slander behaviors

This categorization represents a hierarchical order. Which indicates that avoidance is the less fiercely brand hate behavior and the slander behaviors are the most fiercely brand hate behaviors.

The payback behaviors, or face-to-face behaviors (Grégoire et al., 2010), contain vindictive complaining and marketplace aggression. The slander behaviors contain negative word-of-mouth and online complaining, which Grégoire et al. (2010) interpret as behind-a-firm's-back behavior. Online complaining and online negative word-of-mouth have experienced an increase in strenght and numbers (Tripp & Grégoire, 2011; Krishnamurthy & Kucuk, 2009). It reaches in a short period of time a lot of other customers worldwide, in order to damage a company's reputation. By voicing their dissatisfaction online these vengeful consumers are determined to hurt the company, they want to get even. Therefore, this kind of behavior is the most dangerous for companies, exactly like the Dave Carroll example given in the introduction.

The hypotheses concerning the brand hate behaviors are formulated as:

- H7 Consumers who receive a poor service recovery are more inclined to express the more fiercly brand hate behaviors than the less fiercly brand hate behaviors.
- H8 Consumers who complain online are more inclined to express the more fiercly brand hate behaviors than consumers who complain offline.
- H9 Consumers who complain privately are more inclined to express the more fiercly brand hate behaviors than consumers who complain publicly.
- H10 Consumers who receive poor online private service recovery are more inclined to express the more fiercly brand hate behaviors than consumers who receive poor offline public service recovery.

2.6. Research model

The figure below, Figure 2.2., displays the proposed research model. It shows the relationships between the different concepts. This research proposes that the level of brand hate one will experience depends on the received service recovery efforts and the situational complaining factors, in case of a service failure. This relationship is mediated by forgiveness. If the aforementioned relationships result in experiencing actual brand hate, the last relationship that will be established contains the related expressed brand hate behavior(s).

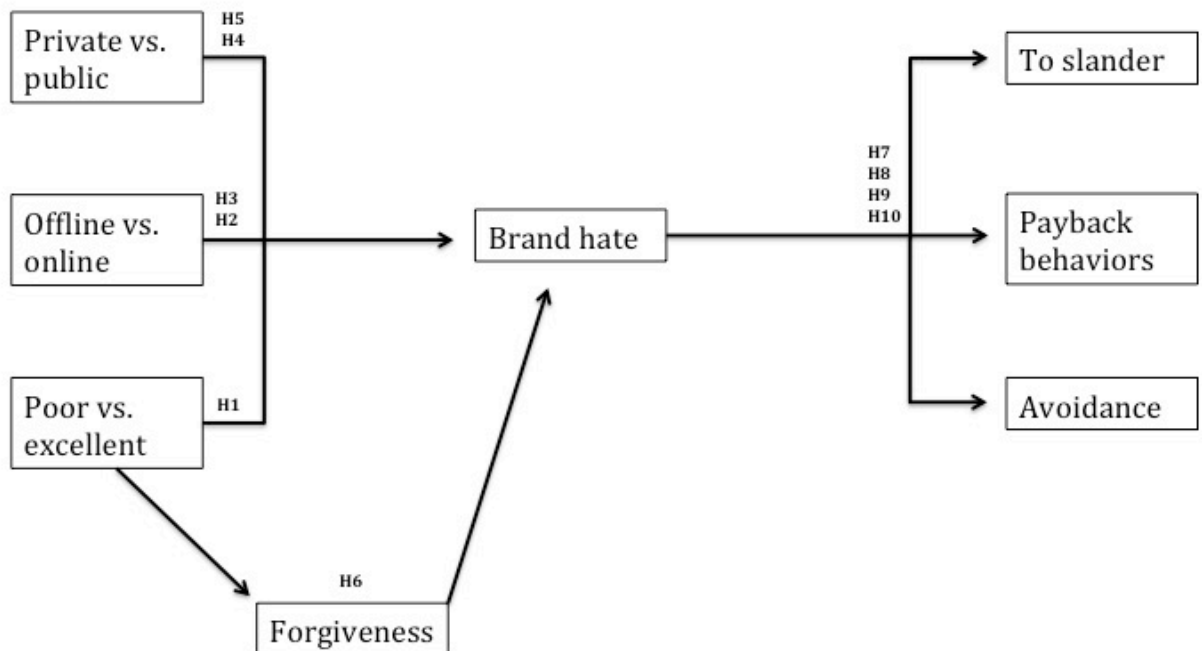


Figure 2.2. Research model

3. Methods

In this chapter the design, the scenarios, the procedure, the subjects, the measures, the pre-test and the manipulation check will be discussed.

3.1. Design

This study consisted of a 2 (poor vs. excellent service recovery efforts) x 2 (offline vs. online complaining) x 2 (private vs. public complaining) between subjects experimental design, see Table 3.1. An experimental study explores the relationship among variables, the influence between the different variables and the effect of this influence (Dooley, 2009). Furthermore, a between subjects experimental design assigns participants to different conditions.

The service recovery efforts and the situational complaining factors are the independent variables and brand hate and its related behaviors are the dependent variables. Additionally, this relationship (between service recovery efforts, the situational and brand hate) will be influenced by the mediator forgiveness, the ability of the customer to reduce their negative behavior and turn it into positive behavior. The independent variables were manipulated, according to eight different scenarios.

Table 3.1. 2x2x2 between subjects experimental design

| | | Situational complaining factors | | | |
|--------------------------|-----------|---------------------------------|--------|---------|--------|
| | | Offline | | Online | |
| | | Private | Public | Private | Public |
| Service recovery efforts | Poor | | | | |
| | Excellent | | | | |

3.2. Scenarios

In order to measure the effect of service recovery efforts and the situational complaining factors (independent variables) on the level of brand hate and its related behaviors (dependent variables), eight scenarios were developed. The scenarios were based on a content analysis of Harrison-Walker (2001) and the research of Tripp & Grégoire (2011). Both the example from the introduction about Dave Carroll and the content analysis of Harrison-Walker (2001) were about United Airlines. Therefore, the content of the eight scenarios illustrated an example of the fictitious airline “Fly Fast”, that committed a service failure. The choice for a fictitious company was intentional, aimed to diminish the possible influence of opinions formed by interactions with real companies.

Harrison-Walker’s (2001) content analysis concluded that the most important reasons for customer’s complaining behavior are employee rudeness, employee incompetence and luggage handling. Furthermore, many of the complaints formed a combination of these reasons. Dave Carroll’s complaint also illustrated dissatisfaction about luggage and complaint handling. Thus, these main reasons for customers’ complaining were presented in the scenarios. The scenarios consisted of:

- Scenario 1: Poor offline private service recovery effort
- Scenario 2: Poor offline public service recovery effort

- Scenario 3: Poor online private service recovery effort
- Scenario 4: Poor online public service recovery effort
- Scenario 5: Excellent offline private service recovery effort
- Scenario 6: Excellent offline public service recovery effort
- Scenario 7: Excellent online private service recovery effort
- Scenario 8: Excellent online public service recovery effort

Each scenario began the same, the fact that one travelled with Fly Fast and discovered that their cello was broken. The way one contacted Fly Fast's service desk differed in each scenario. Additionally, the way in which Fly Fast responded to this incident (service failure) also varied among the scenarios. Thus, the independent variables were manipulated in these scenarios, in order to measure its effect in different circumstances. The eight scenarios can be found in Appendix I.

Each subject was shown one of these scenarios. The online survey program Qualtrics.com randomly assigned these scenarios to the subjects. Because of the fact, that the scenarios were manipulated, a manipulation check was included in the survey. In order to make sure that the subjects, who were exposed to one of the eight scenarios, answered the control questions with an answer that matched the scenario that Qualtrics.com showed them. This manipulation check is important for the validity of this study, to validate that the survey measures what it supposes to measure.

3.3. Procedure

The actual survey was designed on Qualtrics.com, an online survey program. Qualtrics created a link to the survey, which was sent to the subjects. The subjects were individually approached via Facebook and email. The survey was online for about one week.

The survey started with an introduction, to represent the purpose of this study. The introduction also presented the fact that the subjects could win a coupon of €20. The instructions of the survey were also displayed. Hereafter, the subject was exposed to one of the eight scenarios. As mentioned, Qualtrics.com randomly assigned one of the eight scenarios to the subject. Once the subject read the scenario, they started with the questions.

First the brand hate items were presented. Followed by the brand hate behavior items and "the forgiveness as a state" items (the FS scale). In order to be sure that the subject answered the questions correctly according to the scenario, three manipulation questions were presented. Thereafter, the general questions followed starting with "the forgiveness as a trait" items (TFS scale). The TFS scale was also included as an assurance. Subsequently, the demographic questions about gender, age and education followed. Finally, the subjects completed the survey and were thanked for their cooperation. Also, there was the possibility to write down one's email address in case the subject wanted to participate in winning the coupon. Also, the researcher's email address was displayed in case the subject had some questions or comments.

The complete survey in Dutch can be found in Appendix II.

The complete survey in English can be found in Appendix III.

3.4. Subjects

There was only one essential requirement, which determined the suitability of the subjects. The subjects ought to understand the Dutch language. Because, this research was conducted in the Netherlands and therefore the survey was written in Dutch. Thus, anyone could fill in the survey, irrespectively of gender, age or education. In order to avoid ethical issues concerning the participation of minors, only the subjects who were 18, or older than 18 years old were included in this research.

Considering the fact that this research has 8 conditions (a 2x2x2 experimental design), a minimum of 25 subjects per condition was required. This results in a minimum of 200 subjects (8x25). The survey collected approximately 300 subjects. Unfortunately some of these surveys had to be deleted because they contained missing data. Finally, this research contained 242 subjects (N=242).

Of these 242 subjects, 147 were females (60.7%) and 95 were males (39.3%). The average age of the subjects was 32. The age varied from 18 years old (minimum age) to 73 years old (maximum age). It can be concluded that the majority of the subjects have a high education, because 86 graduated from a HBO education (35.5%) and 71 graduated from a WO education (29.3%). Thus, of the 242 subjects 64.8% have a higher education.

Table 3.2. represents the subjects' demographic information divided over the eight conditions. Based on this Table, it can be concluded that the eight conditions do not differ in age and education. The average age varies in the eight conditions from 30 years to 34 years. This difference can be indicated as insignificant. Also, the level of the subjects' education does not differ much in the eight conditions. The largest part of the subjects across the eight conditions followed a HBO or WO education. Again, it can be concluded that the difference between the eight conditions based on education is insignificant. However, the difference between males and females can be indicated as slightly significant. The distribution of males and females in condition 1, 2, 3, 5 and 6 is approximately the same. On the contrary, the distribution between males and females in condition 4, 7 & 8 are more unequally divided. The minimum number of difference between these males and females is 10, e.g. condition 7 contains 10 males and 23 females.

The following chapter, Chapter 4 Results, will examine the main and interactions effects based on a MANOVA analysis. If the latter results in an effect in condition 4, 7 or 8, the difference between males and females will be compared.

To conclude, the subjects in this study can be characterized as highly educated "young" females. This characterization indicates that this study's sample size does not give an adequate representation of the Dutch population as such. The latter will be discussed in paragraph "5.2. Limitations".

Table 3.2. Demographic information of the subjects

| | Condition 1 ^a | | | Condition 2 ^b | | | Condition 3 ^c | | | Condition 4 ^d | | |
|------------------|--------------------------|------|--------------------|--------------------------|------|--------------------|--------------------------|------|--------------------|--------------------------|------|--------------------|
| | N | % | M(SD) ⁱ | N | % | M(SD) ⁱ | N | % | M(SD) ⁱ | N | % | M(SD) ⁱ |
| Gender | | | | | | | | | | | | |
| Male | 15 | 46.9 | | 12 | 38.7 | | 14 | 41.2 | | 7 | 29.2 | |
| Female | 17 | 53.1 | | 19 | 61.3 | | 20 | 58.8 | | 17 | 70.8 | |
| Age | | | 31 (12.61) | | | 33 (14.86) | | | 33 (14.51) | | | 31 (13.34) |
| Education | | | | | | | | | | | | |
| MAVO | 1 | 3.1 | | 0 | 0.0 | | 0 | 0.0 | | 3 | 12.5 | |
| HAVO | 4 | 12.5 | | 2 | 6.5 | | 3 | 8.8 | | 0 | 0.0 | |
| VWO | 5 | 15.6 | | 3 | 9.7 | | 3 | 8.8 | | 3 | 12.5 | |
| Gym- nasium | 1 | 3.1 | | 1 | 3.2 | | 1 | 2.9 | | 1 | 4.2 | |
| MBO | 0 | 0.0 | | 5 | 16.1 | | 5 | 14.7 | | 2 | 8.3 | |
| HBO | 10 | 31.3 | | 12 | 38.7 | | 13 | 38.2 | | 10 | 41.7 | |
| WO | 9 | 28.1 | | 7 | 22.6 | | 8 | 23.5 | | 4 | 16.7 | |
| Other | 2 | 6.3 | | 1 | 3.2 | | 1 | 2.9 | | 1 | 4.2 | |
| Total | 32 | 100 | | 31 | 100 | | 34 | 100 | | 24 | 100 | |

| | Condition 5 ^e | | | Condition 6 ^f | | | Condition 7 ^g | | | Condition 8 ^h | | |
|------------------|--------------------------|------|--------------------|--------------------------|------|--------------------|--------------------------|------|--------------------|--------------------------|------|--------------------|
| | N | % | M(SD) ⁱ | N | % | M(SD) ⁱ | N | % | M(SD) ⁱ | N | % | M(SD) ⁱ |
| Gender | | | | | | | | | | | | |
| Male | 14 | 48.3 | | 15 | 45.5 | | 10 | 30.3 | | 8 | 30.8 | |
| Female | 15 | 51.7 | | 18 | 54.5 | | 23 | 69.7 | | 18 | 69.2 | |
| Age | | | 34 (13.46) | | | 30 (13.65) | | | 31 (11.34) | | | 31 (11.66) |
| Education | | | | | | | | | | | | |
| MAVO | 1 | 3.4 | | 0 | 0.0 | | 2 | 6.1 | | 0 | 0.0 | |
| HAVO | 1 | 3.4 | | 3 | 9.1 | | 1 | 3.0 | | 0 | 0.0 | |
| VWO | 3 | 10.3 | | 3 | 9.1 | | 2 | 6.1 | | 1 | 3.8 | |
| Gym- nasium | 1 | 3.4 | | 0 | 0.0 | | 1 | 3.0 | | 1 | 3.8 | |
| MBO | 2 | 6.9 | | 2 | 6.1 | | 2 | 6.1 | | 6 | 23.1 | |
| HBO | 8 | 27.6 | | 12 | 36.4 | | 11 | 33.3 | | 10 | 38.5 | |
| WO | 12 | 41.4 | | 13 | 39.4 | | 11 | 33.3 | | 7 | 26.9 | |
| Other | 1 | 3.4 | | 0 | 0.0 | | 3 | 9.1 | | 1 | 3.8 | |
| Total | 29 | 100 | | 33 | 100 | | 33 | 100 | | 26 | 100 | |

^a Poor offline private service recovery effort

^b Poor offline public service recovery effort

^c Poor online private service recovery effort

^d Poor online public service recovery effort

^e Excellent offline private service recovery effort

^f Excellent offline public service recovery effort

^g Excellent online private service recovery effort

^h Excellent online public service recovery effort

ⁱ M indicates mean score; (SD) indicates standard deviation, on a 5-point Likert scale

3.5. Measures

In relation to the scenarios, the subjects filled out related brand hate items in order to determine whether they are able of hating a brand.

The passionate hate scale (PHS) of Zeki & Romaya (2008) was used. This scale measures hate against humans, therefore it was adapted to the brand hate context. The PHS was chosen because it is more general than, for example the brand hate scale developed by Salvatori (2007). The PHS does not refer to past experiences, it is formulated less specifically. The PHS was adapted to this study's brand hate context about the fictitious airline "Fly Fast". The scale contained 11 items, examples are "I would like to do something to hurt Fly Fast" and "I do not want anything to do with Fly Fast". The scale consisted of the 5-point Likert scale, ranging from strongly disagree to strongly agree. The PHS scale can be found in Appendix IV on page 63.

Subsequently, the five different concepts of the brand hate behaviors were measured by a combination of the scales of van Delzen (2014), Jonson (2014), Grégoire et al. (2010) and Salvatori (2007). These scales had to be combined because there is no ready-made scale available yet. Together these scales contained 21 items, the concepts of avoidance, vindictive complaining, marketplace aggression, to slander and inertia were measured. Random examples of the items are:

- *Avoidance:* "I avoid using Fly Fast's service"
- *Vindictive complaining:* "I complained to the firm to, give a hard time to the representatives"
- *Marketplace aggression:* "I have damaged property that belongs to Fly Fast"
- *To slander:* "I complained to an anti-brand website to report my experience to other consumers"
- *Inertia:* "I would do nothing"

This scale consisted of the 5-point Likert scale, ranging from strongly disagree to strongly agree. The brand hate behavior scales can be found in Appendix IV on page 63.

The forgiveness scale (FS) measured the concept of forgiveness. There are various forgiveness scales available, the FS was chosen because in this study forgiveness is interpreted as a state. Rye et al. (2001) developed the FS scale and defined forgiveness as the existence of positive affect, behavior and cognition. This scale has a Cronbach's alpha of .87, which is highly reliable (Rye et al., 2001). The scale contained 15 items, examples are "I can't stop thinking about how I was wronged by Fly Fast" and "I have been able to let go of my anger toward Fly Fast". The FS consisted of the 5-point Likert scale, ranging from strongly disagree to strongly agree. The FS scale can be found in Appendix IV on page 64.

However, the trait forgiveness scale (TFS) was also used. This scale interprets forgiveness as a trait, it will depend on one's personality if one is able to forgive. This scale was only included in the survey in order to determine if one is a forgiving person in general. The TFS has a Cronbach's Alpha ranging from .74 to .80, thus it is proved to be reliable (Berry et al., 2005). The scale contained 10 items, examples are "There are some things for

which I could never forgive even a loved one” and “I am a forgiving person”. The TFS consisted of the 5-point Likert scale, ranging from strongly disagree to strongly agree. The TFS scale can be found in Appendix IV on page 64.

To conclude, the FS is more specific in its formulation than the TFS. The latter is a more general scale to measure forgiveness.

3.6. Pre-test

The survey was pre-tested among 12 subjects for accuracy, readability and overall conceivability. Each subject received two scenarios, to test if they could determine differences among the scenarios. The pre-test was not online, but face-to-face. The results of the pre-test can be found in Appendix V. The subjects from the pre-test were excluded from the actual survey.

The pre-test resulted in the expected outcomes; the subjects who received poor service recovery scored higher on brand hate than the subjects who received excellent service recovery. The subjects’ comments were thoroughly processed, in order to create a valid, reliable and more understandable survey. The most important findings and comments on the pre-test were:

- The differences between a private scenario and a public scenario were hard to detect for the subjects.
- A lot subjects thought that some of the items were formulated practically the same.

In order to solve these “unclarities”, the scenarios were adjusted. Some words in the scenarios were marked **bold**, in order to emphasize the situation in the scenarios. Also, the order of the items in the survey was adjusted. Some items resemble each other, therefore the order was changed to create more variety.

3.7. Manipulation check

The performed manipulation check was based on the three independent variables; the service recovery efforts (poor vs. excellent) and the situational factors (offline vs. online and private vs. public). Thus, three manipulation checks were included.

The control questions in the survey were formulated as:

1. In the scenario I contacted the servicedesk employee(s) in the following manner:
0 Online
0 Offline
2. In the scenario I was alone with the servicedesk employee(s):
0 Correct
0 Uncorrect
3. In the scenario I was treated kindly by the servicedesk employee(s):
0 Correct
0 Uncorrect

These questions were included in order to make sure that the subjects’ answers matched the scenario that Qualtrics showed them. Otherwise, it would negatively affect the validity of this study. The results of these questions can be found in Table 3.3-3.5.

Table 3.3. Results manipulation check offline vs. online

| | Offline | Online | Total subjects (N) |
|-------------------------|--------------------|-------------------|--------------------|
| Scenario 1 ^a | 29 (90.6%) | 3 (9.4%) | 32 (100%) |
| Scenario 2 ^b | 27 (87.1 %) | 4 (12.9%) | 31 (100%) |
| Scenario 3 ^c | 7 (20.6%) | 27 (79.4%) | 34 (100%) |
| Scenario 4 ^d | 2 (8.3%) | 22 (91.7%) | 24 (100%) |
| Scenario 5 ^e | 27 (93.1%) | 2 (6.9%) | 29 (100%) |
| Scenario 6 ^f | 31 (93.9%) | 2 (6.1%) | 33 (100%) |
| Scenario 7 ^g | 7 (21.2%) | 26 (78.8%) | 33 (100%) |
| Scenario 8 ^h | 1 (3.8%) | 25 (96.2%) | 26 (100%) |

^a = offline

^e = offline

^b = offline

^f = offline

^c = online

^g = online

^d = online

^h = online

According to Table 3.3, it can be concluded that the manipulation check on the situational complaining factor *offline vs. online* was successful. Additionally, a Chi² test was also conducted in order to test whether the manipulation check was successful. The Chi² test for offline vs. online was significant ($\chi^2(242) = 146.10$; $p < 0.001$), which suggested that this manipulation check was successful.

Table 3.4. Results manipulation check private vs. public

| | Private | Public | Total subjects (N) |
|-------------------------|-------------------|-------------------|--------------------|
| Scenario 1 ^a | 29 (90.6%) | 3 (9.4%) | 32 (100%) |
| Scenario 2 ^b | 6 (19.4%) | 25 (80.6%) | 31 (100%) |
| Scenario 3 ^c | 33 (97.1%) | 1 (2.9%) | 34 (100%) |
| Scenario 4 ^d | 6 (25.0%) | 18 (75.0%) | 24 (100%) |
| Scenario 5 ^e | 28 (96.6%) | 1 (3.4%) | 29 (100%) |
| Scenario 6 ^f | 19 (57.6%) | 14 (42.4%) | 33 (100%) |
| Scenario 7 ^g | 31 (93.9%) | 2 (6.1%) | 33 (100%) |
| Scenario 8 ^h | 5 (19.2%) | 21 (80.8%) | 26 (100%) |

^a = private

^e = private

^b = public

^f = public

^c = private

^g = private

^d = public

^h = public

According to Table 3.4, it can be concluded that the overall manipulation check on the situational complaining factor *private vs. public* was successful. Even though, the subjects found it difficult in scenario 6 to distinguish between a private and a public situation. Scenario 6 described a public situation, which the subjects only indicated for 42.4%. Furthermore, a Chi² test was also performed in order to test whether the manipulation check was successful. The Chi² test for private vs. public was significant ($\chi^2 (242) = 119.25$; $p < 0.001$), which proved that this manipulation check was successful.

Table 3.5. Results manipulation check poor vs excellent

| | Poor | Excellent | Total subjects (N) |
|-------------------------|-------------------|-------------------|--------------------|
| Scenario 1 ^a | 29 (90.6%) | 3 (9.4%) | 32 (100%) |
| Scenario 2 ^b | 30 (96.8%) | 1 (3.2%) | 31 (100%) |
| Scenario 3 ^c | 32 (94.1%) | 2 (5.9%) | 34 (100%) |
| Scenario 4 ^d | 24 (100%) | 0 (0.0%) | 24 (100%) |
| Scenario 5 ^e | 3 (10.3%) | 26 (89.7%) | 29 (100%) |
| Scenario 6 ^f | 9 (27.3%) | 24 (72.7%) | 33 (100%) |
| Scenario 7 ^g | 6 (18.2%) | 27 (81.8%) | 33 (100%) |
| Scenario 8 ^h | 4 (15.4%) | 22 (84.6%) | 26 (100%) |

^a = poor

^e = excellent

^b = poor

^f = excellent

^c = poor

^g = excellent

^d = poor

^h = excellent

According to Table 3.5, it can be concluded that the manipulation check on poor vs. excellent service recovery was successful. Additionally, a Chi² test was also conducted in order to test whether the manipulation check was successful. The Chi² test for poor vs. excellent was significant ($\chi^2 (242) = 147.97$; $p < 0.001$), which indicated that this manipulation check was successful.

The main conclusion of the three manipulation checks is, that all the three manipulation proved to be successful. There are no negative consequences for the validity of this study. The independent variables measured what they were suppose to.

However, in order to increase the possibility of finding an effect and debiasing the results, 32 cases were deleted. Table 3.5 represented the manipulation check for poor vs. excellent service recovery efforts. It could be assumed that every subject should be able to identify a poor service recovery effort. On the contrary, it could be possible that some subjects classified the excellent service recovery effort as poor, because in the scenario their justified claim was not acknowledged. According to the aforementioned assumption, it can be concluded that 6 subjects, respresented in Table 3.5, have deliberately given the incorrect answer. These answers could negatively influence the results, therefore these 6 cases were deleted. It should be noted that the 3

cases in scenario 1 have incorrectly answered all three of the control questions. Which could indicate, that these 3 subjects have not participated seriously at all.

Besides these 6 cases, 26 other cases were also deleted.

Table 3.3. represented the manipulation check for the situational complaining factors offline versus online. Here, it could also be assumed that every subject should be able to identify the difference between an offline and an online situation. Therefore, 26 cases were deleted, in order to remain only the correct answers.

As a result, the number of subjects decreased to 210 (N=210) instead of 242. The outcomes of the manipulation check after the deletion of the cases for poor vs. excellent and offline vs. online are presented in Table 3.6 and 3.7. It should be noted that the Chi² for both manipulations remained significant.

*Table 3.6. Results manipulation check poor vs excellent **after** deletion of cases*

| | Poor | Excellent | Total subjects (N) |
|-------------------------|--------------------|-------------------|--------------------|
| Scenario 1 ^a | 26 (100.0%) | 0 (0.0%) | 26 (100.0%) |
| Scenario 2 ^b | 26 (100.0%) | 0 (0.0%) | 26 (100.0%) |
| Scenario 3 ^c | 27 (100.0%) | 0 (0.0%) | 27 (100.0%) |
| Scenario 4 ^d | 22 (100.0%) | 0 (0.0%) | 22 (100.0%) |
| Scenario 5 ^e | 3 (11.1%) | 24 (88.9%) | 27 (100.0%) |
| Scenario 6 ^f | 9 (29.0%) | 22 (71.0%) | 31 (100.0%) |
| Scenario 7 ^g | 6 (23.1%) | 20 (76.9%) | 26 (100.0%) |
| Scenario 8 ^h | 4 (16.0%) | 21 (84.0%) | 25 (100.0%) |

^a = poor

^e = excellent

^b = poor

^f = excellent

^c = poor

^g = excellent

^d = poor

^h = excellent

Table 3.7. Results manipulation check offline vs online **after** deletion of cases

| | Offline | Online | Total subjects (N) |
|-------------------------|--------------------|--------------------|--------------------|
| Scenario 1 ^a | 26 (100.0%) | 0 (0.0%) | 26 (100%) |
| Scenario 2 ^b | 26 (100.0%) | 0 (0.0%) | 26 (100%) |
| Scenario 3 ^c | 0 (0.0%) | 27 (100.0%) | 27 (100%) |
| Scenario 4 ^d | 0 (0.0%) | 22 (100.0%) | 22 (100%) |
| Scenario 5 ^e | 27 (100.0%) | 0 (0.0%) | 27 (100%) |
| Scenario 6 ^f | 31 (100.0%) | 0 (0.0%) | 31 (100%) |
| Scenario 7 ^g | 0 (0.0%) | 26 (100.0%) | 26 (100%) |
| Scenario 8 ^h | 0 (0.0%) | 25 (100.0%) | 25 (100%) |

^a = offline

^b = offline

^c = online

^d = online

^e = offline

^f = offline

^g = online

^h = online

4. Results

In order to be able to interpret the results of the survey, this section analyzed the results according to a MANOVA, ANOVAS and regression analyses.

In order to be able to perform these analyses, this chapter starts with the preliminary analyses.

4.1. Preliminary analyses

Two factor analyses were conducted in order to test if the different scales form a strong construct, an one dimensional construct. Because the brand hate scale and the brand hate behavior scales were established by using several scales, their dimensionality was examined. The principal component analysis with orthogonal rotation (varimax) was conducted for these scales. Before the analyses were conducted, all the positively formulated items were recoded into negative items. Now, all the items were formulated alike.

First, the brand hate scale that consisted of 11 items was analyzed. The Kaiser-Meyer Olkin, the measurement of sampling adequacy, was .84. Which exceeded the acceptable minimum of .50 This means that, the correlation between pairs of the variables can be explained by other variables. Additionally, the Bartlett's test of sphericity was significant ($\chi^2(242) = 844.34$; $p < 0.001$), which indicated that sufficient correlations existed among the variables. The results of these two tests indicated that the data were suitable for a factor analysis. The factor analysis resulted in three components with eigenvalues exceeding the value of 1.00 and together explained 59.8% of the variance. The three components with their corresponding item loadings are represented in Table 4.1.

Table 4.1. Results factor analysis brand hate

| | 1 | 2 | 3 |
|--|-----|------------|-----|
| BH1: I do not want anything to do with Fly Fast | .82 | | |
| BH2: I would like to do something to hurt Fly Fast | | .72 | |
| BH3: The world would be a better place without Fly Fast | .74 | | |
| BH4: Any time spent making use of Fly Fast's services is a waste of time | .65 | | |
| BH5: Fly Fast is scum | .70 | | |
| BH6: I would like to interact with Fly Fast | | | .79 |
| BH7: I can control my hatred aimed at Fly Fast | | .54 | .55 |
| BH8: I have violent thoughts about Fly Fast | | .86 | |
| BH9: I have kind thoughts about Fly Fast | .52 | | |
| BH10: Fly Fast does not deserve any consideration | .66 | | |
| BH11: Fly Fast is nice | .66 | | |

Note. Factor loadings <.40 are not presented. **Bold** item is deleted. **Blue** item belongs to that component.

The reliability analysis of component 1 proved to be very reliable, $\alpha = .84$.

The reliability of component 2 was on the threshold between low and acceptable, $\alpha = .62$. However, if item BH7 would be deleted, the cronbach's alpha would increase to .78. The essence of item BH7 does not perfectly fit the intention of component 2. Therefore, item BH7 was removed to establish a higher alpha. Thus, component 2 consisted only of items 2 and 8.

The reliability of component 3 could not be measured, since it contained only one item. Therefore, component 3 will be excluded from further analyses.

To conclude, brand hate consisted of 2 components. Component 1 is labeled as "passive brand hate". On the contrary, component 2 is labeled as "active brand hate". The former indicates that one is experiencing brand hate but is less motivated to undertake action to hurt the neglecting company than the latter. As a result, consumers who experience passive brand score significantly higher on avoidance ($\mu = 3.32$), than the consumers who experience active brand hate ($\mu = 2.33$). To conclude, Table 4.2 summarizes the cronbach's alphas for brand hate.

Table 4.2. Number of items and cronbach's alpha for the 2 components of brand hate.

| Scale | Number of items (N) | Original α | Number of items deleted | Modified α |
|--------------------|---------------------|-------------------|-------------------------|-------------------|
| Passive brand hate | 7 | 0.84 | 0 | 0.84 |
| Active brand hate | 3 | 0.62 | 1 | 0.78 |

Second, the brand hate behavior scales were examined. These scales together contained 21 items. The measurement of sampling adequacy, The Kaiser-Meyer Olkin, was .88 and therefore outperforms the acceptable limit of .50. Subsequently, the Bartlett's test of sphericity proved to be significant ($\chi^2(242) = 3269.50$; $p < 0.001$). The results of these two tests indicated that a factor analysis was applicable. The factor analysis resulted in six components with eigenvalues that surpassed the value of 1.00. These six components explained 76.2% of the variance. The results of the factor analysis for the brand hate behaviors can be found in Appendix VI. However, component six only contained one item and is not suitable for a reliability analysis. Component six will be excluded from further analyses, which resulted in the establishment of 5 components. These 5 components perfectly reflected the 5 defined brand hate behaviors. Therefore, the 5 components received the label of the corresponding brand hate behavior. The cronbach's alpha for each scale can be found in Table 4.3. This table shows that only the scale for marketplace aggression deleted one item, in order to increase the cronbach's alpha. The following item of the marketplace aggression scale was deleted: "Mijn ongeduld en frustratie zou uiten tegen een medewerker van Fly Fast".

Table 4.3. Number of items and cronbach's alpha for the 5 components of the brand hate behaviors

| Scale | Number of items (N) | Original α | Number of items deleted | Modified α |
|------------------------|---------------------|-------------------|-------------------------|-------------------|
| Avoidance | 5 | .91 | 0 | .91 |
| Vindictive complaining | 3 | .75 | 0 | .75 |
| Marketplace aggression | 4 | .49 | 1 | .73 |
| To slander | 6 | .90 | 0 | .90 |
| Inertia | 3 | .93 | 0 | .93 |

Third, the forgiveness as a state scale (FS) was examined. Considering the fact, that former studies already proved that this scale measures an one

dimensional concept, only a reliability analysis was conducted. The FS scale consisted of 15 items. The reliability analysis resulted in a cronbach's alpha of .77, which indicates a reliable scale. However, if item "ForgState6" is deleted the alpha would increase to .79. The essence of this item was a bit misplaced in this study's context, but because the item belonged to the original scale it was nevertheless included in the survey. Since the alpha can be increased by deleting this item, which does not contribute to this study's overall concept of forgiveness as a state, this item was deleted. Table 4.4 represents an overview of this reliability analysis.

Table 4.4. Number of items and cronbach's alpha for the 15 components of forgiveness as a state

| Scale | Number of items (N) | Original α | Number of items deleted | Modified α |
|------------------------|---------------------|-------------------|-------------------------|-------------------|
| Forgiveness as a state | 15 | 0.77 | 1 | 0.79 |

Finally, the *forgiveness as a trait* scale (TFS) was examined. Here, former studies also proved that this scale measures an one dimensional concept. This scale contained 10 items. The reliability analysis proved to be reliable, $\alpha = .71$, see Table 4.5.

Table 4.5. Number of items and cronbach's alpha for the 10 components of forgiveness as a trait

| Scale | Number of items (N) | Original α | Number of items deleted | Modified α |
|------------------------|---------------------|-------------------|-------------------------|-------------------|
| Forgiveness as a trait | 10 | 0.71 | 0 | 0.71 |

4.2. Main effects and interaction effects

A MANOVA analysis was conducted to examine the influence of the three independent variables (poor vs. excellent service recovery efforts, offline vs. online complaining and private vs. public complaining) on the seven dependent variables (passive brand hate, active brand hate, avoidance, vindictive complaining, marketplace aggression, to slander and interia). Table 4.6 presents the outcomes of this MANOVA analysis.

Table 4.6. MANOVA analysis (Wilk's Lambda)

| | F | Hypothesis df; error df | p |
|--|------|-------------------------|-----|
| Poor vs excellent | 7.25 | 7.00; 196.00 | .00 |
| Offline vs online | <1 | 7.00; 196.00 | ns |
| Private vs public | <1 | 7.00; 196.00 | ns |
| | | 7.00; 196.00 | |
| Poor vs excellent * offline vs online | <1 | 7.00; 196.00 | ns |
| Poor vs excellent * private vs public | <1 | 7.00; 196.00 | ns |
| Offline vs online * private vs public | <1 | 7.00; 196.00 | ns |
| | | 7.00; 196.00 | |
| Poor vs excellent * offline vs online * private vs public | <1 | 7.00; 196.00 | ns |

Note: ns= non-significant

According to Table 4.6, it can be concluded that only the independent variable of poor vs. excellent service recovery resulted in a significant main effect at an alpha level of .10. According to these results, hypotheses 2, 3, 4 and 5 can be rejected.

4.3. Poor vs. excellent service recovery efforts

Since the MANOVA resulted in a significant effect of poor vs. excellent service recovery efforts, this paragraph conducted several ANOVAS in order to determine which dependent variables are influenced by poor or excellent service recovery efforts. Table 4.7 represents these ANOVAS' outcomes.

Table 4.7. ANOVAS; poor vs excellent service recovery efforts on the behavioral measures

| | Passive brand hate | | | Active brand hate | | | | | |
|--------------------------|--------------------|----|------|------------------------|----|-------|------------------------|----|----|
| | F | df | p | F | df | p | | | |
| Poor vs excellent | 41.67 | 1 | 0.00 | 9.66 | 1 | 0.00 | | | |
| | | | | | | | | | |
| | | | | | | | | | |
| | Avoidance | | | Vindictive complaining | | | Marketplace aggression | | |
| | F | df | p | F | df | p | F | df | p |
| Poor vs excellent | 14.59 | 1 | 0.00 | 3.70 | 1 | 0.056 | 1.75 | 1 | ns |
| | | | | | | | | | |
| | | | | | | | | | |
| | To slander | | | Inertia | | | | | |
| | F | df | p | F | df | p | | | |
| Poor vs excellent | 6.39 | 1 | 0.01 | 4.83 | 1 | 0.03 | | | |
| | | | | | | | | | |

The first significant main effect of service recovery efforts was found on passive brand hate, ($F(1) = 41.67, p = 0.00$), at an alpha level of .05. Table 4.8 shows the differences in mean scores and standard deviations for passive brand hate divided over the two levels of service recovery efforts. Thus, it can be concluded that poor service recovery efforts scores significantly higher on passive brand hate than the excellent service recovery efforts.

Table 4.8. Mean score, standard deviation for poor vs. excellent on passive brand hate

| | | Mean (SD) ^a |
|--------------------|------------------------|------------------------|
| Passive brand hate | Poor ^b | 3.63 (0.63) |
| | Excellent ^b | 3.04 (0.71) |

^a (SD) = standard deviation

^b 5-point Likert scale (1 = strongly disagree / 5 = strongly agree)

The second significant main effect of service recovery efforts was found on active brand hate, ($F(1) = 9.66, p = 0.00$), at an alpha level of .05. Table 4.9 represents the differences in mean scores and standard deviations for active brand hate divided over the two levels of service recovery efforts. Hence, it can be concluded that poor service recovery efforts scores significantly higher on passive brand hate than the excellent service recovery efforts.

Table 4.9. Mean score, standard deviation for poor vs. excellent on active brand hate

| | | Mean (SD) ^a |
|-------------------|------------------------|------------------------|
| Active brand hate | Poor ^b | 2.54 (1.00) |
| | Excellent ^b | 2.13 (0.84) |

^a (SD) = standard deviation

^b 5-point Likert scale (1 = strongly disagree / 5 = strongly agree)

According to these results hypothesis 1 can be accepted, which was stated as:

- H1 Customers who experienced poor service recovery will sooner experience a higher level of brand hate than customers who experienced excellent service recovery.

The third significant main effect was found on avoidance, ($F(1) = 14.59, p = 0.00$), at an alpha level of .05. Table 4.10 shows the differences in mean scores and standard deviations for avoidance divided over the two levels of service recovery efforts. Thus, it can be concluded that poor service recovery efforts scored significantly higher on avoidance than excellent service recovery efforts.

Table 4.10. Mean score, standard deviation for poor vs. excellent on avoidance

| | | Mean (SD) ^a |
|-----------|------------------------|------------------------|
| Avoidance | Poor ^b | 3.68 (0.86) |
| | Excellent ^b | 3.22 (0.90) |

^a (SD) = standard deviation

^b 5-point Likert scale (1 = strongly disagree / 5 = strongly agree)

The forth significant main effect was found on vindictive complaining, ($F(1) = 3.70, p = 0.056$), at an alpha level of .05. However, it should be noted that this main effect is indicated as marginally significant. Table 4.11 represents the differences in mean scores and standard deviations for vindictive complaining divided over the two levels of service recovery efforts. Hence, it can be concluded that poor service recovery efforts scored significantly higher on vindictive complaining than excellent service recovery efforts.

Table 4.11. Mean score, standard deviation for poor vs. excellent on vindictive complaining

| | | Mean (SD) ^a |
|---------------------------|------------------------|------------------------|
| Vindictive Complaining | Poor ^b | 2.83 (0.93) |
| | Excellent ^b | 2.59 (0.85) |

^a (SD) = standard deviation

^b 5-point Likert scale (1 = strongly disagree / 5 = strongly agree)

The fifth significant main effect was found on to slander, ($F(1) = 6.39, p = 0.01$), at an alpha level of .05. Table 4.12 shows the differences in mean scores and standard deviations for to slander divided over the two levels of service recovery efforts. Thus, it can be concluded that poor service recovery efforts scored significantly higher on to slander than excellent service recovery efforts.

Table 4.12. Mean score, standard deviation for poor vs. excellent on to slander

| | | Mean (SD) ^a |
|------------|------------------------|------------------------|
| To slander | Poor ^b | 3.48 (0.86) |
| | Excellent ^b | 3.17 (0.89) |

^a (SD) = standard deviation

^b 5-point Likert scale (1 = strongly disagree / 5 = strongly agree)

The last significant main effect was found on inertia, ($F(1) = 4.83, p = 0.03$), at an alpha level of .05. Table 4.13 represents the differences in mean scores and standard deviations for inertia divided over the two levels of service recovery efforts. Hence, it can be concluded that poor service recovery efforts scored significantly higher on inertia than excellent service recovery efforts.

Table 4.13. Mean score, standard deviation for poor vs. excellent on inertia

| | | Mean (SD) ^a |
|---------|------------------------|------------------------|
| Inertia | Poor ^b | 4.22 (0.77) |
| | Excellent ^b | 3.96 (0.90) |

^a (SD) = standard deviation

^b 5-point Likert scale (1 = strongly disagree / 5 = strongly agree)

The brand hate behavior of marketplace aggression failed to establish a significant main effect, ($F(1) = 1.75, p = 0.19$).

To conclude, the results show that hypotheses 7, 8, 9 and 10 can be rejected.

4.4. Mediation

In the literature review it was expected that forgiveness (as a state) mediated the relationship between service recovery efforts and brand hate. The following hypothesis was formulated:

- H6 Customers who experienced poor service recovery and a low level of forgiveness *as a state* will sooner experience a higher level of brand hate than customers who experienced poor service recovery and a high level of forgiveness *as a state*.

In order to test this mediation a linear regression analysis was conducted based on the study of Baron & Kenny (1986). Since brand hate is divided into passive and active brand hate, separate regression analyses were necessary.

Figure 4.1. represents the assumed mediated relationship with passive brand hate. First the relationship between service recovery efforts and passive brand hate needed to be established. According to the performed analysis, service recovery efforts was a significant predictor ($\beta = -.405$, $p = .000$) for passive brand hate. To determine whether forgiveness *as a state* mediated this relation, forgiveness *as a state* was added to the regression analysis. In this second regression analysis, the significant predictor of *service recovery efforts* on *passive brand hate* should have changed into a non significant predictor. The latter indicates, that the change from significant to non significant results in a established mediation. However, the analysis showed that service recovery efforts remained a significant predictor ($\beta = -.382$, $p = .000$) for passive brand hate. Therefore, forgiveness did not mediate the relationship between service recovery efforts and passive brand hate.



Figure 4.1. Proposed mediation of forgiveness *as a state* between service recovery efforts and passive brand hate

Figure 4.2. represents the assumed mediated relationship with active brand hate. First the relationship between service recovery efforts and active brand hate needed to be established. According to the performed analysis, service recovery efforts was a significant predictor ($\beta = -.217$, $p = .002$) for active brand hate. To determine whether forgiveness *as a state* mediated this relation, forgiveness *as a state* was added to the regression analysis. In this second regression analysis, the significant predictor of *service recovery efforts* on *active brand hate* should have changed into a non significant predictor. The latter indicates, that the change from significant to non significant results in a established mediation. However, the analysis showed that service recovery

efforts remained a significant predictor ($\beta = -.119$, $p = .002$) for active brand hate. Therefore, forgiveness did not mediate the relationship between service recovery efforts and active brand hate.

To conclude, hypothesis 6 can be rejected.



Figure 4.2. Proposed mediation of forgiveness as a state between service recovery efforts and active brand hate

Even though it is assumed that brand hate is a necessity for its related brand hate behaviors, it could be possible that brand hate mediates the relationship between service recovery efforts and the expressed brand hate behaviors. Therefore, two linear regression analyses were conducted, the first for passive brand hate and the second for active brand hate. However, no hypotheses were formed about this assumption

First, the relationship between service recovery efforts on avoidance was established. This analysis showed that service recovery efforts is a significant predictor ($\beta = -.254$, $p = .000$) of avoidance. To determine whether passive brand hate mediated this relation, this variable was added to the regression analysis. This analysis represented that the significant predictor of *service recovery efforts* on *avoidance* changed into a non significant predictor ($\beta = .061$, $p = .220$). Besides, passive brand hate resulted in being a significant predictor ($\beta = .777$, $p = .000$) of avoidance. To conclude, passive brand hate mediated the relationship between service recovery efforts and avoidance. This mediated relationship is presented in Figure 4.3.

In case of a mediation, a sobel test has to be conducted in order to test for the existence of the indirect effect of the independent variable (in this case; service recovery efforts) on the dependent variable (in this case; avoidance) via the mediator (in this case; passive brand hate) is significantly different from zero. The sobel test showed a significant mediation, $p < 0.05$ (Baron & Kenny, 1986; Soper, 2006).

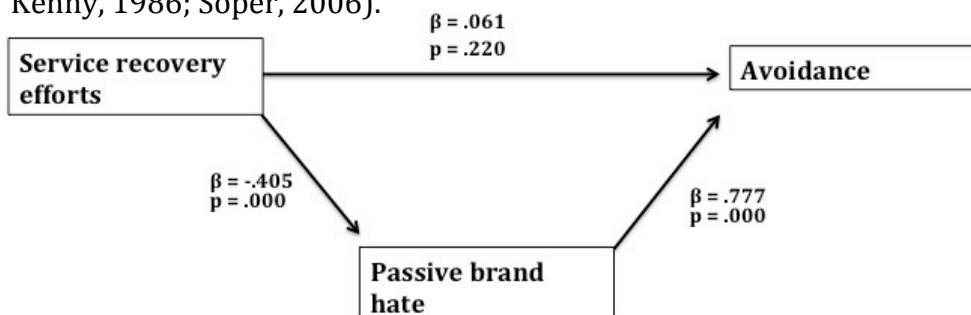


Figure 4.3. Mediation of passive brand hate between service recovery efforts and avoidance

Table 4.14 and 4.15 display the results of the regression analyses for the other brand hate behaviors: vindictive complaining, marketplace aggression and to slander.

Table 4.14. Results regression analysis between service recovery efforts and brand hate behaviors

| Predictor | Vindictive Complaining | | Marketplace Aggression | | To Slander | |
|--------------------------|-------------------------------|-------|-------------------------------|------|-------------------|------|
| | β | p | β | p | β | p |
| Service recovery efforts | -.134* | 0.052 | .099 | .153 | -.176* | .011 |

* indicates a significant predictor, $p < 0.05$

Table 4.15. Results regression analysis after adding the mediator passive brand hate

| Predictor | Vindictive Complaining | | Marketplace Aggression | | To Slander | |
|--------------------------|-------------------------------|-------|-------------------------------|---|-------------------|------|
| | β | p | β | p | β | p |
| Service recovery efforts | .002 | 0.981 | - | - | .103 | .074 |
| Passive brand hate | .335* | .000 | - | - | .689* | .000 |

* indicates a significant predictor, $p < 0.05$

According to Table 4.14 and 4.15 it can be concluded that, passive brand hate is a necessity for the brand hate behaviors. In this study, passive brand hate functions as a mediator between the service recovery efforts and the brand hate behaviors, except for marketplace aggression. This could partly be explained by the fact, that there was no main effect found for service recovery efforts and marketplace aggression.

Hereafter, the second mediated relationship between active brand hate, service recovery efforts and the brand hate behaviors was examined. As mentioned, service recovery efforts was a significant predictor for avoidance ($\beta = -.254$, $p = .000$). Also, Table 4.14 showed the relation between service recovery efforts and the brand hate behaviors of vindictive complaining, marketplace aggression and to slander. It appeared that service recovery efforts is a significant predictor for all the brand hate behaviors, except for marketplace aggression. Table 4.16 shows the relation between service recovery efforts and the brand hate behaviors, after adding the mediator active brand hate.

Table 4.16. Results regression analysis after adding the mediator active brand hate

| Predictor | Avoidance | | Vindictive complaining | | Marketplace aggression | | To slander | |
|--------------------------|------------------|------|-------------------------------|------|-------------------------------|---|-------------------|------|
| | β | p | β | p | β | p | β | p |
| Service recovery efforts | -.172* | .008 | -.047 | .466 | - | - | -.900 | .369 |
| Active brand hate | .375* | .000 | .400* | .000 | - | - | .571* | .000 |

* indicates a significant predictor, $p < 0.05$

According to Table 4.16 it can be concluded, that active brand hate only mediated between the relation of service recovery efforts and vindictive complaining (1) and between the relation of service recovery efforts and to slander (2).

Unfortunately, not all the formulated hypotheses were accepted. There were six main effects found. The first two main effects occurred between service recovery efforts and passive brand hate(1), and between service recovery efforts and active brand hate (2). The other four main effects were established between service recovery efforts and the brand hate behaviors of; avoidance (3), vindictive complaining (4), to slander (5) and inertia (6). As mentioned, not many hypotheses were supported, see Table 4.17. The next chapter will elaborate on this and will provide an interpretation.

Table 4.17. Overview hypotheses

| | | Accepted | Rejected |
|------------|---|----------|----------|
| H1 | Customers who experienced poor service recovery will sooner experience a higher level of brand hate than customers who experienced excellent service recovery | X | |
| H2 | Customers who complained online will sooner experience higher levels of brand hate than customers who complained offline | | X |
| H3 | Customers who experienced poor online service recovery will sooner experience a higher level of brand hate than customers who experienced poor offline service recovery | | X |
| H4 | Customers who complained privately will sooner experience higher levels of brand hate than customers who complained publicly | | X |
| H5 | Customers who experienced poor online privately service recovery will sooner experience a higher level of brand hate than customers who experienced poor offline privately service recovery | | X |
| H6 | Customers who experienced poor service recovery and a low level of forgiveness <i>as a state</i> will sooner experience a higher level of brand hate than customers who experienced poor service recovery and a high level of forgiveness <i>as a state</i> | | X |
| H7 | Consumers who received a poor service recovery are more inclined to express the more fiercely brand hate behaviors than the less fiercely brand hate behaviors | | X |
| H8 | Consumers who complained online are more inclined to express the more fiercely brand hate behaviors than consumers who complained offline | | X |
| H9 | Consumers who complained privately are more inclined to express the more fiercely brand hate behaviors than consumers who complained | | X |
| H10 | Consumers who received poor online private service recovery are more inclined to express the more fiercely brand hate behaviors than consumers who received poor offline public service recovery | | X |

5. Discussion

This study examined the influence of service recovery efforts in a particular complaining situation on the creation of brand hate and its related behavior. Therefore, a 2 (poor vs. excellent) x 2 (offline vs. online) x 2 (private vs. public) between subjects experiment was conducted. This chapter discusses the outcomes and compares them with other studies. Subsequently, the limitations, the managerial implications and the future research suggestions will be discussed.

5.1. Key findings

Unfortunately not all the hypothesized relationships in this study were established. However, a main effect was established between service recovery efforts and both passive and active brand hate. More specifically, a main effect was established of poor service recovery efforts on passive and active brand hate. This outcome corresponds with several other studies in the communication literature that examined the relationship between service recovery efforts and dissatisfied customers (e.g. Grégoire & Fisher; 2006; McColl-Kennedy & Sparks, 2003; Stauss, 2002; McCullough et al., 2000; Tax et al., 1998; Keaveney, 1995). Because brand hate is a relatively new phenomenon in the literature, this study contributes by gaining more understanding about this concept. According to this study, it can be concluded that poor service recovery efforts will influence the creation of brand hate. Customers who experience a service failure and receive poor service recovery efforts in return, will justify their negative response and vengeful behavior to the neglecting company. These vengeful consumers are extremely motivated and determined to punish the company for the damage it has caused (Aquino et al., 2001; Skarlicki & Folger, 1997). The dissatisfaction of the consumers will increase and turn this dissatisfaction, ultimately revenge, into actual actions. The consumers will reach the state of "getting even". The latter is in accordance with this study's results.

Furthermore, it should be noted that the results showed that a difference should be made between passive and active brand hate. Until now, the literature indicated brand hate as an one dimensional concept. However, this study proved the opposite. Brand hate should be indicated as a two dimensional concept, passive and active. Consumers who experience passive brand hate are also more inclined to express the passive brand hate behaviors like avoidance, compared to the consumers who experience active brand hate. However, the former does not indicate that the passive brand haters are less hateful than the active brand haters. Passive and active reflect the manner in which these consumers tend to react and behave. The passive brand haters deliberately choose to avoid a confrontation or a conflict, but will no longer use the neglecting company's service or product.

The second main effect was found between brand hate and several brand hate behaviors. This main effect showed that the consumers who received poor service recovery scored significantly high on inertia. The latter indicates, that these consumers are motivated to undertake action and will not passively let the service failure pass. They are triggered to express a brand hate behavior. To slander, followed by avoidance are the two brand hate behaviors that the consumers prefer. To slander contains the brand hate behaviors:

negative word-of-mouth (1) and online complaining (2). Grégoire et al. (2010) interpreted these two behaviors as “behind-a-firm’s-back behavior”. Negative word-of-mouth and online complaining were for this study’s purposes defined as the most fiercely brand hate behaviors, because the intention of these behaviors is to influence other consumers’ opinion and buying behavior. These consumers are determined to deliberately hurt the neglected company. Moreover, brand hate expressed and shared online is extremely harmful, it reaches in a short amount of time an immense number of people globally. Generally, it is very easy for people to be influenced by something they read online. They do not have to strain themselves, they can be confronted with it while sitting on the couch, checking their social media. Besides negative word-of-mouth and online complaining, avoidance was the second preferable expressed brand hate behavior. Which is remarkable, because avoidance is the opposite of the “behind-a-firm’s-back behavior”. Avoidance is the least fiercely brand hate behavior, it is a passive behavior. Someone expressing avoidance consciously and deliberately avoids a certain brand. Consequently, one often decreases one’s patronage (Grégoire et al., 2011) and is not motivated to share one’s dissatisfaction with others. Interaction is intentionally avoided. The last brand hate behavior that resulted in a main effect with brand hate is vindictive complaining. This study classified vindictive complaining into the category “payback behaviors”, together with marketplace aggression. The latter did not result in a main effect with brand hate. Thus, it can be concluded that consumers are motivated to complain face-to-face to an employee of the neglected company. However, they are not motivated to use aggression, violence or deliberately break the company’s policies. Vindictive complaining scored significantly lower than slander or avoidance.

Therefore, it can be concluded that consumers prefer impersonal and detached contact. They are more inclined to evade personal interaction and prefer to complain behind a firm’s back or to avoid. Whereas, the active brand haters expressing the “behind-a-firm’s-back behaviors” are more dangerous to a company than the passive brand haters expressing avoidance. As mentioned, the former will deliberately try to hurt the neglected company, also by trying to influence as many other consumers as possible. The latter will keep their dissatisfaction to themselves and will avoid further contact with the neglecting company.

Unfortunately no main effects of the situational complaining factors (offline vs. online and private vs. public) were found. The paragraph “Limitations” will further elaborate on this and attribute several reasons for this outcome. Additionally, no interaction effects of the three independent variables were found.

Furthermore, it was hypothesized that forgiveness would function as mediator between service recovery efforts and brand hate. This mediated relationship was unfortunately not established. However, a different mediated relationship was established even though it was not hypothesized. It was found that both passive and active brand hate functioned as mediator between service recovery efforts and the brand hate behaviors. It could be argued that this mediated relationship is quite obvious, because one should first experience brand hate before expressing a brand hate behavior. The state of brand hate has to be aroused in order to become motivated to express a brand

hate behavior. However, it remains remarkable that active brand hate does not mediate the relationship between service recovery efforts and avoidance, whereas passive brand hate does. Active brand hate only mediates the relationship between service recovery efforts and vindictive complaining (1) and service recovery efforts and slander (2). Both these brand hate behaviors are indicated as the more fiercely brand hate behaviors. It could be argued, that the active brand haters are in a more vengeful state. The active brand haters are so determined to hurt the neglecting company, that the brand behavior of avoidance does not satisfy their need.

5.2. Limitations

Considering the fact, that this study's hypotheses were largely rejected, several limitations could have influenced this outcome.

Firstly, the scenarios that were used could have been too difficult for the subjects' understanding, in order to discover the performed manipulations. The difference between a private and public scenario was hard to distinguish. Moreover, the online scenarios made the difference between a public and private environment even more difficult. The former contained a public online forum, while the latter contained a private chat conversation. The fact that the subjects presumably could not form a complete understanding about the scenarios was not due their lack of intelligence or knowledge. But, the manipulations were subtle to such a high level that it was difficult to catch it in words. These verbal scenarios without vision make the scenarios less effective. Therefore, these manipulations did not come sufficiently forward, and were only randomly picked up by the subjects. As a result, the subjects presumably interpreted in such a way that it was different to what was intended. Thus, the impact of the scenarios was insufficient. Hence, the limit amount of founded effects.

Secondly, the fact that the survey was distributed online could also have negatively influenced the results. Even though the online survey was designed in such a way that the subjects were forced to fill in an answer, there was no control over the subjects' "fill in behavior". The latter indicates, that the researcher had no influence on this process. If the survey would have been on paper, supervised by the researcher, the subjects could have participated more seriously. Besides more serious participation, the researcher could also exercise more control on the selection of participants. Which in turn increases the chance of establishing a representative sample size. Also, in order to gain more subjects, the researcher raffled a coupon of €20 among the subjects. This was intended as an incentive to encourage people to participate in this study. However, it could be the case that the subjects were only interested in winning the coupon, without serious dedication to the survey.

Thirdly, the generalizability of this study's results can not be established. This study's sample is not representative for the entire population of the Netherlands. Since the survey was distributed online, the researcher had no influence on the selection of the subjects. If the selection of the subjects was supervised, the probability to generalize would have been larger. As mentioned, the subjects in this study could be characterized as highly educated "young" females. This characterization could have negatively influenced the results. Because, highly educated people are presumably less

forgiving than lower educated people. The level of education, and thus intelligence, could influence one's ability to forgive. Lower educated people probably do not analyze the whole context, they quickly want to reduce their discrepancy. Highly educated people on the contrary, analyze the whole context and would only forgive if the pros and the cons would allow it. However, this is an assumption and further research should confirm it.

Another characteristic that could have negatively influenced the results is the fact that more females than males participated in this study. Resulting in the fact that no effects were established for the situational complaining factors. It is assumed that women care more about what others would think of them than men. Therefore, it is less likely that these women will make a scene, or complain at all. They probably would ignore their desire to complain and replace it with shame. However, this is an assumption and further research should also confirm it.

To conclude, the external validity of this study can not be acknowledged.

5.3. Managerial implications

As mentioned in the introduction of this study, to keep your existing customers satisfied in the long run is more profitable than finding new ones (Fornell & Wernerfelt, 1987), because the expenses to acquire new customers are five times as much than to maintain the current ones (Desatnick, 1988). Therefore, the most important surviving rule for companies is to keep your customers satisfied. Despite the fact, that this is such a common and well-known fact, it seems that companies often underestimate or forget its impact. Therefore, managers need to be reminded about the seriousness of the effects of dissatisfied customers. Especially in this internet era, where the other side of the world is just a mouse click away. Therefore, managers should always implement and execute excellent service recovery efforts and put the customers on the first place. They should train their employees well and transform their "customer knowledge" onto them. A service failure could occur in every company, which is not a disastrous phenomenon in essence. However, the way in which employees react to this failure could turn the service failure into a disaster.

Also, by executing excellent service recovery efforts the haters should largely be avoided. A confrontation with the active brand haters will be averted.

5.4. Future research

Based on this study's results and limitations, several future research suggestions will be made in order to enlarge the knowledge about brand hate.

To predicate upon the limitations, future research could reproduce this study's design but use a different data collection method. A semi structured survey could be conducted, in order to gain more in-depth knowledge in the subjects' thoughts and opinions. If there was to be more time and money available, recorded scenarios could be used instead of written ones. The eight different scenarios could be recorded and actors could play the different roles. This way, the scenario will be easier for the subjects to interpret and

understand. The manipulations will be easier to communicate. A video can make the story more attractive than a story on paper. Moreover, a video could enhance the subjects' ability to visualize. The selection of subjects should also be controlled, which would increase the suitability of subjects and generalizability.

Because of the fact, that brand hate appeared to be a two-dimensional concept of passive and active brand hate, the PHS scale should be adapted. The original PHS scale was designed for the relationship between humans. Since the concept of brand hate concerns the relationship between customers and companies, the essence of the PHS scale also needs to be altered. The literature should make a clear distinction between passive and active brand haters. Passive and active brand haters express different kind of brand hate behaviors, which both require a different approach

Furthermore, future research should also construct one brand hate behavior scale containing the different brand hate behaviors. Until now, there is no ready-made scale available for the different brand hate behaviors. The different scales that were used in this study, perfectly measured each concept according to the performed factor analysis. Therefore, the items of this study could be used for further research purposes, in order to establish one brand hate behavior scale.

Future research could also indicate if brand hate is reversible or does brand hate last infinite? If the recorded scenario could result in the subject hating that company and expressing certain brand hate behavior, what should that company undertake in order to rebuild their relationship? What does it take to restore the consumer's commitment and trust? Even though several studies, including this study, indicate that poor service recovery efforts have disastrous effects for a company, it could nevertheless still occur. If the latter emerges, remain the consumers determined to hurt the neglected company or is there a possibility to conquer the consumers' hearts again?

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Appendices

Appendix I – Scenarios

Every scenario began the same, this part is underlined. In order to emphasize some important aspects in the text, a few words were indicated as **bold**. Also, every scenario contained the following picture:



Scenario 1: Poor offline private service recovery effort

Na een lange vlucht ben ik op Schiphol aan het wachten op mijn bagage. Zodra ik mijn koffer en cellokist gepakt heb ga ik direct naar huis. Eenmaal thuis, zet ik mijn spullen neer en ga naar bed. De volgende ochtend pak ik mijn spullen uit en krijg ik de schrik van mijn leven.... De nek van mijn cello is gebroken!! Dit is rampzalig, aangezien ik daarmee de kost verdien. Ik ga onmiddellijk terug naar Schiphol. Bij de service balie van Fly Fast ben ik de enige klant, er is **niemand** behalve de twee baliemedewerkers die met elkaar in gesprek zijn. Na een paar minuten gewacht te hebben besluit ik in te breken in het gesprek. Dit wordt niet gewaardeerd door de medewerkers. Bij het vertellen van mijn verhaal word ik onmiddellijk in de rede gevallen als ze begrijpen dat ik pas bij thuiskomst heb geconstateerd dat mijn cello kapot is. "Daar is niets aan te doen, de regel is dat u uw spullen moet controleren voor u Schiphol verlaat". Als ik de omstandigheden nogmaals uit wil leggen word ik wederom geïrriteerd onderbroken. Er wordt mij op een onvriendelijke manier medegedeeld dat de schuld geheel en al bij mijzelf ligt. Voordat ik hierop kan reageren sluiten de medewerkers de balie af en vertrekken. Ik blijf **alleen** bij de balie achter.

Scenario 2: Poor offline public service recovery effort

Na een lange vlucht ben ik op Schiphol aan het wachten op mijn bagage. Zodra ik mijn koffer en cellokist gepakt heb ga ik direct naar huis. Eenmaal thuis, zet

ik mijn spullen neer en ga naar bed. De volgende ochtend pak ik mijn spullen uit en krijg ik de schrik van mijn leven.... De nek van mijn cello is gebroken!!! Dit is rampzalig, aangezien ik daarmee de kost verdien. Ik ga onmiddellijk terug naar Schiphol. Er zijn **veel** mensen rondom de balies van Fly Fast. Er staat niemand in de rij voor de service balie, waar de twee baliemedewerkers met elkaar in gesprek zijn. Na een paar minuten gewacht te hebben besluit ik in te breken in het gesprek. Dit wordt niet gewaardeerd door de medewerkers. Bij het vertellen van mijn verhaal word ik onmiddellijk in de rede gevallen als ze begrijpen dat ik pas bij thuiskomst heb geconstateerd dat mijn cello kapot is. "Daar is niets aan te doen, de regel is dat u uw spullen moet controleren voor u Schiphol verlaat". Als ik de omstandigheden nogmaals uit wil leggen, merk ik op dat er achter mij een rij is gevormd. Ik vervolg mijn verhaal en word geïrriteerd onderbroken. Er wordt mij op een onvriendelijke manier medegedeeld dat de schuld geheel en al bij mijzelf ligt. Voordat ik hierop kan reageren draaien de medewerkers zich om, sluiten de balie af en vertrekken. Ik blijf staan met de **rij** mensen achter mij.

Scenario 3: Poor online private service recovery effort

Na een lange vlucht ben ik op Schiphol aan het wachten op mijn bagage. Zodra ik mijn koffer en cellokist gepakt heb ga ik direct naar huis. Eenmaal thuis, zet ik mijn spullen neer en ga naar bed. De volgende ochtend pak ik mijn spullen uit en krijg ik de schrik van mijn leven.... De nek van mijn cello is gebroken!!! Dit is rampzalig, aangezien ik daarmee de kost verdien. Ik zet snel mijn laptop aan en meld mij aan op de online service desk om te chatten met **een** medewerker. Door een technische storing moet ik een paar minuten wachten voordat een medewerker **een** gesprek met mij start. Nadat ik mijn verhaal zo gedetailleerd mogelijk heb getypt krijg ik een kortaf en onvriendelijk antwoord; "Daar is niets aan te doen, de regel is dat u uw spullen moet controleren voor u Schiphol verlaat". Terwijl ik halverwege mijn antwoord ben om de omstandigheden nogmaals uit te leggen, heeft de medewerker het gesprek beëindigd en word ik automatisch afgemeld.

Scenario 4: Poor online public service recovery effort

Na een lange vlucht ben ik op Schiphol aan het wachten op mijn bagage. Zodra ik mijn koffer en cellokist gepakt heb ga ik direct naar huis. Eenmaal thuis, zet ik mijn spullen neer en ga naar bed. De volgende ochtend pak ik mijn spullen uit en krijg ik de schrik van mijn leven.... De nek van mijn cello is gebroken!!! Dit is rampzalig, aangezien ik daarmee de kost verdien. Ik zet snel mijn laptop aan en meld mij aan op de online service desk om te chatten met een medewerker. Door een technische storing moet ik een paar minuten wachten, waardoor ik besluit om mij aan te melden op het online forum van Fly Fast. Ik zie dat er **veel** andere mensen online zijn. Ik start een nieuwe discussie, waarin ik mijn verhaal zo gedetailleerd mogelijk probeer te vertellen. Ik kan zien dat veel mensen **mijn** verhaal lezen. Ik krijg al snel een kortaf en onvriendelijk antwoord van een medewerker van FlyFast. "Daar is niets aan te doen, de regel is dat u uw spullen moet controleren voor u Schiphol verlaat". Terwijl ik halverwege mijn antwoord ben, wordt dit geannuleerd en krijg ik een automatische melding dat mijn discussie verwijderd is. Ik ben nog steeds, net als alle anderen, online.

Scenario 5: Excellent offline private service recovery effort

Na een lange vlucht ben ik op Schiphol aan het wachten op mijn bagage. Zodra ik mijn koffer en cellokist gepakt heb ga ik direct naar huis. Eenmaal thuis, zet ik mijn spullen neer en ga naar bed. De volgende ochtend pak ik mijn spullen uit en krijg ik de schrik van mijn leven.... De nek van mijn cello is gebroken!!! Dit is rampzalig, aangezien ik daarmee de kost verdien. Ik ga onmiddellijk terug naar Schiphol. Bij de service balie van Fly Fast ben ik de enige klant, er is **niemand** behalve de twee baliemedewerkers die met elkaar in gesprek zijn. Voordat ik de balie bereik draaien de medewerkers zich naar mij om. Ik begin mijn verhaal te vertellen en de medewerkers laten mij rustig uitpraten. Ze reageren vriendelijk en meelevend, ze kunnen mij echter niet helpen. "De regel is dat u uw spullen moet controleren voor u Schiphol verlaat, anders ligt het buiten onze verantwoordelijkheid". De medewerkers vinden het heel vervelend dat ze mij niet kunnen helpen. Aangezien er verder niemand meer bij de balie staat, sluiten ze de balie af en vertrekken. Ik blijf **alleen** bij de balie achter.

Scenario 6: Excellent offline public service recovery effort

Na een lange vlucht ben ik op Schiphol aan het wachten op mijn bagage. Zodra ik mijn koffer en cellokist gepakt heb ga ik direct naar huis. Eenmaal thuis, zet ik mijn spullen neer en ga naar bed. De volgende ochtend pak ik mijn spullen uit en krijg ik de schrik van mijn leven.... De nek van mijn cello is gebroken!!! Dit is rampzalig is, aangezien ik daarmee de kost verdien. Ik ga onmiddellijk terug naar Schiphol. Er zijn **veel** mensen rondom de balies van Fly Fast. Er staat niemand in de rij voor de service balie, waar de twee baliemedewerkers met elkaar in gesprek zijn. Voordat ik de balie bereik draaien de medewerkers zich naar mij om. Ik begin mijn verhaal te vertellen en de medewerkers laten mij rustig uitpraten. Als ik uitgepraat ben merk ik op dat er achter mij een rij is gevormd. De medewerkers reageren vriendelijk en meelevend, ze kunnen mij echter niet helpen. "De regel is dat u uw spullen moet controleren voor u Schiphol verlaat, anders ligt het buiten onze verantwoordelijkheid". De medewerkers vinden het heel vervelend dat ze mij niet kunnen helpen. Er wordt een andere balie geopend, de medewerkers sluiten de balie af en vertrekken. Ik blijf achter bij de **drukke** balies van Fly Fast.

Scenario 7: Excellent online private service recovery effort

Na een lange vlucht ben ik op Schiphol aan het wachten op mijn bagage. Zodra ik mijn koffer en cellokist gepakt heb ga ik direct naar huis. Eenmaal thuis, zet ik mijn spullen neer en ga naar bed. De volgende ochtend pak ik mijn spullen uit en krijg ik de schrik van mijn leven.... De nek van mijn cello is gebroken!!! Dit is rampzalig, aangezien ik daarmee de kost verdien. Ik zet snel mijn laptop aan en meld mij aan op de online service desk om te chatten met **een** medewerker. Door een technische storing moet ik een paar minuten wachten voordat een medewerker **een** gesprek met mij start. Het gesprek begint met excuses voor het wachten. Nadat ik mijn verhaal zo gedetailleerd mogelijk heb getypt krijg ik een vriendelijk en meelevend antwoord. De medewerker kan mij echter niet helpen. "De regel is dat u uw spullen moet controleren voor u Schiphol verlaat, anders ligt het buiten onze verantwoordelijkheid". De

medewerker vindt het heel vervelend dat hij/zij mij niet kan helpen. Aangezien ik verder geen andere vragen heb wordt het gesprek beëindigd.

Scenario 8: Excellent online public service recovery effort

Na een lange vlucht ben ik op Schiphol aan het wachten op mijn bagage. Zodra ik mijn koffer en cellokist gepakt heb ga ik direct naar huis. Eenmaal thuis, zet ik mijn spullen neer en ga naar bed. De volgende ochtend pak ik mijn spullen uit en krijg ik de schrik van mijn leven.... De nek van mijn cello is gebroken!!! Dit is rampzalig, aangezien ik daarmee de kost verdien. Ik zet snel mijn laptop aan en meld mij aan op de online service desk om te chatten met een medewerker. Door een technische storing moet ik een paar minuten wachten, waardoor ik besluit mij aan te melden op het online forum van Fly Fast. Ik zie dat er **veel** andere mensen online zijn. Ik start een nieuwe discussie, waarin ik mijn verhaal zo gedetailleerd mogelijk probeer te vertellen. Ik kan zien dat veel mensen **mijn** verhaal lezen. Ik krijg al snel antwoord van een medewerker van Fly Fast, die begint met het aanbieden van zijn/haar excuses voor het lange wachten. De medewerker reageert erg vriendelijk en meelevend maar kan mij niet helpen. "De regel is dat u uw spullen moet controleren voor u Schiphol verlaat, anders ligt het buiten onze verantwoordelijkheid". De medewerker vindt het heel vervelend dat hij/zij mij niet kan helpen. Aangezien ik verder geen andere vragen heb, verwijdt de medewerker zich uit de discussie en blijf ik achter met de andere mensen die online zijn.

English scenario 3: Poor online private service recovery effort

After having had a long flight I'm waiting at Schiphol airport for my luggage. Once this arrived, I went home. The first thing I have done when I got home was sleeping. The next morning, while unpacking my suitcases, I freaked out..... The neck of my cello is broken!!! This is a complete disaster, because that is how I make my living!! I quickly turn on my laptop and sign in on the online service desk, in order to chat with **an** employee. Because of a technical malfunction I have to wait several minutes before an employee starts **an** conversation with me. The minute I finish typing my detailed story, I receive a very curtly and unfriendly answer; "There is nothing we can do about that, policy describes that you ought to check your luggage before you leave the airport". While I am in the middle of my reply explaining the circumstances yet again, the employee terminated the conversation and automatically I am signed out.

Appendix II – Dutch survey

Allereerst heel erg bedankt dat u mijn enquête in wilt vullen!
Mijn naam is Aura Duiveman en ik ben aan het afstuderen voor de master Marketing Communication aan de Universiteit Twente. In het kader van mijn afstuderen doe ik een onderzoek waarvoor ik veel respondenten nodig heb die mijn enquête willen invullen. Het invullen zal ongeveer 5-10 minuten van uw tijd in beslag nemen. De enquête is geheel anoniem, u kunt uw resultaten dan ook niet inzien. Als tegenprestatie voor de hulp verloot ik onder de respondenten een waardebon naar keuze t.w.v. €20. Als u kans wilt maken op deze waardebon moet u aan het einde van de enquête uw emailadres invullen. Mocht u vragen hebben naar aanleiding van deze enquête kunt u contact opnemen met mij door een email te sturen naar a.duiveman@student.utwente.nl.

Heel erg bedankt voor uw hulp!!

U krijgt een scenario te lezen over de vliegtuigmaatschappij “Fly Fast”. Lees dit aandachtig en rustig door. Probeert u zich zo goed mogelijk in te leven in de persoon die het verhaal vertelt, alsof u het zelf bent. Over dit scenario zullen verschillende vragen volgen.

>>>Scenario<<<

Er volgt nu een aantal stellingen over uw ervaring met de vliegtuigmaatschappij Fly Fast.

Wat voor een gevolg zou de gang van zaken hebben op uw mening over Fly Fast?

U kunt aangeven in hoeverre u het eens of oneens bent met de stellingen. De antwoordmogelijkheden variëren van *1: zeer mee oneens* tot *5: zeer mee eens*.

(Brand hate)

Als ik dit zou meemaken dan zou ik.....

1. Helemaal niets meer te maken willen hebben met Fly Fast
2. Iets terug doen om Fly Fast zwart te maken
3. Vinden dat de wereld beter af is zonder Fly Fast
4. Alle tijd die doorgebracht wordt met Fly Fast beschouwen als tijdsverspilling
5. Fly Fast uitschot vinden
6. Graag in contact willen komen met Fly Fast *(R)
7. Mijn haat tegen Fly Fast goed onder controle hebben *(R)
8. Iets terug doen om Fly Fast pijn te doen
9. Positieve gedachten hebben over Fly Fast *(R)
10. Fly Fast zelfs niet het overwegen waard vinden
11. Fly Fast een vriendelijk bedrijf vinden *(R)

*(R) = reverse scored items

Bron: (Zeki & Romaya, 2008)

De volgende stellingen gaan over het gedrag dat u zou kunnen vertonen na de ervaring met vliegtuigmaatschappij Fly Fast. Wat gaat u doen na het bovenstaande scenario?

U kunt aangeven in hoeverre u het eens of oneens bent met de stellingen. De antwoordmogelijkheden variëren van 1: *zeer mee oneens* tot 5: *zeer mee eens*.

(Avoidance)

Als ik dit zou meemaken, dan is de kans groot dat ik.....

1. Van geen enkele dienst van Fly Fast meer gebruik zou maken
2. Alle diensten van Fly Fast zou vermijden
3. De diensten van Fly Fast volgende keer weer in overweging zou nemen *(R)
4. Alle diensten van Fly Fast zou weigeren

(Vindictive complaining)

Als ik dit zou meemaken, dan is de kans groot dat ik.....

5. Bij Fly Fast zou gaan klagen, al is het alleen maar om het de medewerkers moeilijk te maken
6. Bij Fly Fast zou gaan klagen, al is het alleen maar om onvriendelijk terug te kunnen doen tegen de medewerkers
7. Bij Fly Fast zou gaan klagen, om het iemand van de organisatie betaald te zetten

(Marketplace aggression)

Als ik dit zou meemaken, dan is de kans groot dat ik.....

8. Eigendommen van Fly Fast zou vernielen
9. Mijn ongeduld en frustratie zou uiten tegen een medewerker van Fly Fast
10. De regels van Fly Fast expres zou overtreden
11. Geweld zou gaan gebruiken tegen een medewerker van Fly Fast

(To slander)

Als ik dit zou meemaken, dan is de kans groot dat ik.....

12. Fly Fast zwart zou maken tegenover mijn vrienden
13. Zoveel mogelijk mensen zou proberen te beïnvloeden om de service van Fly Fast niet te gebruiken
14. Online zou gaan klagen om het gedrag van Fly Fast openbaar te maken
15. Mijn vrienden zou afraden om met Fly Fast te reizen, indien zij op zoek zijn naar een goede vliegtuigmaatschappij
16. Online zou gaan klagen om mijn ervaring met anderen te delen
17. Negatieve mond-tot-mond reclame zou verspreiden over Fly Fast
18. Online zou gaan klagen om anderen te behoeden voor Fly Fast

(Inertia)

Als ik dit zou meemaken, dan is de kans groot dat ik.....

19. Geen actie zou ondernemen
20. Niets zou doen
21. Het erbij zou laten

Bronnen:

(Van Delzen, 2014), (Jonson, 2014), (Grégoire et al., 2010), (Salvatori, 2007)

De volgende stellingen gaan over uw verwerkingsproces

U kunt aangeven in hoeverre u het eens of oneens bent met de stellingen.
De antwoordmogelijkheden variëren van 1: *zeer mee oneens* tot 5: *zeer mee eens*.

1. Ik kan niet stoppen met nadenken over het onrecht dat Fly Fast mij heeft aangedaan *(R)
2. Ik wens Fly Fast het beste toe
3. Ik denk na over manieren om het Fly Fast betaald te zetten *(R)
4. Ik koester een wrok tegen Fly Fast *(R)
5. Ik vermijd sommige plekken en/of personen omdat deze mij herinneren aan het onrecht dat Fly Fast mij heeft aangedaan *(R)
6. Ik bid voor Fly Fast
7. Als ik in contact zou kunnen komen met Fly Fast dan zou ik vrede kunnen hebben met het onrecht
8. Door het onrecht wat Fly Fast mij heeft aangedaan kan ik niet meer genieten van het leven *(R)
9. Ik kan mijn boosheid over Fly Fast los laten
10. Ik word er depressief van als ik eraan denk hoe Fly Fast mij behandeld heeft *(R)
11. Ik heb alle nare gevolgen van het onrecht van Fly Fast verwerkt
12. Elke keer als ik aan Fly Fast denk krijg ik haat gevoelens *(R)
13. Ik voel sympathie voor Fly Fast
14. Mijn leven is geruïneerd door de onrechtmatige daad van Fly Fast *(R)
15. Ondanks dat Fly Fast mij onrechtmatig behandeld heeft, hoop ik dat anderen Fly Fast eerlijk zullen behandelen

*(R) = reverse scored items

Bron: (Rye et al., 2001)

Om het scenario nog even kort samen te vatten volgen er 3 stellingen.

1. In het scenario heb ik contact gehad met de servicemedewerker(s) op de volgende manier:

0 Online

0 Offline (in het "echt")

2. In het scenario was ik alleen met de servicemedewerker(s):

0 Juist

0 Onjuist

3. In het scenario ben ik vriendelijk behandeld door de servicemedewerker(s):

0 Juist

0 Onjuist

Nu volgt er een aantal algemene stellingen over vergevingsgezindheid.
U kunt aangeven in hoeverre u het eens of oneens bent met de stellingen.
De antwoordmogelijkheden variëren van 1: *zeer mee oneens* tot 5: *zeer mee eens*.

1. Mensen die dicht bij mij staan vinden dat ik te lang een wrok koester *(R)
2. Ik kan vrienden bijna alles vergeven
3. Als iemand mij slecht behandeld dan behandel ik diegene op dezelfde manier *(R)
4. Ik probeer anderen te vergeven zelfs als zij zich niet schuldig voelen
5. Ik kan een belediging meestal snel vergeven en vergeten
6. Ik voel mij verbitterd over veel van mijn relaties *(R)
7. Zelfs als ik iemand vergeef blijf ik diegene dingen kwalijk nemen *(R)
8. Er zijn dingen die ik zelfs iemand waar ik veel van hou niet kan vergeven *(R)
9. Ik heb altijd iedereen vergeven die mij pijn heeft gedaan
10. Ik ben vergevingsgezint

*(R) = reverse scored items

Bron: (Berry & Worthington, 2001)

Ter afsluiting volgen er een paar algemene vragen.

4. Wat is uw geslacht?

☐ Man

☐ Vrouw

5. Wat is uw leeftijd?

6. Wat is uw hoogst genoten opleiding?

☐ MAVO

☐ HAVO

☐ VWO

☐ Gymnasium

☐ MBO

☐ HBO

☐ WO

☐ Anders, namelijk _____

Indien u kans wilt maken op de waardebon, vult u dan hieronder uw email adres in:

Bedankt voor het invullen van de enquête! ☺

Appendix III – English survey

Allereerst heel erg bedankt dat u mijn enquête in wilt vullen!

Mijn naam is Aura Duiveman en ik ben aan het afstuderen voor de master Marketing Communication aan de Universiteit Twente. In het kader van mijn afstuderen doe ik een onderzoek waarvoor ik veel respondenten nodig heb die mijn enquête willen invullen. Het invullen zal ongeveer 5-10 minuten van uw tijd in beslag nemen. De enquête is geheel anoniem, u kunt uw resultaten dan ook niet inzien. Als tegenprestatie voor de hulp verloot ik onder de respondenten een waardebon naar keuze t.w.v. €20. Als u kans wilt maken op deze waardebon moet u aan het einde van de enquête uw emailadres invullen. Mocht u vragen hebben naar aanleiding van deze enquête kunt u contact opnemen met mij door een email te sturen naar a.duiveman@student.utwente.nl.

Heel erg bedankt voor uw hulp!!

U krijgt hierna een scenario te lezen over vliegtuigmaatschappij "Fly Fast". Lees dit aandachtig en rustig door. Probeer u zich zo goed mogelijk in te leven in de persoon die het verhaal vertelt, alsof u het zelf bent. Na dit scenario zullen verschillende vragen volgen.

>>>Scenario<<<

Er volgen nu 11 stellingen over uw ervaring met de vliegtuigmaatschappij Fly Fast. Wat voor een gevolg zou de gang van zaken hebben op uw mening over Fly Fast?

U kunt aangeven in hoeverre u het eens of oneens bent met de stellingen. De antwoordmogelijkheden variëren van 1: *helemaal mee oneens* tot 5: *helemaal mee eens*.

(Brand hate)

1. I do not want anything to do with Fly Fast
2. The world would be a better place without Fly Fast
3. Any time spent making use of Fly Fast's services is a waste of time
4. I would like to interact with Fly Fast *(R)
5. I can control my hatred aimed at Fly Fast
6. I would like to do something to hurt Fly Fast
7. I have violent thoughts about Fly Fast
8. I have kind thoughts about Fly Fast *(R)
9. Fly Fast is scum
10. Fly Fast does not deserve any consideration
11. Fly Fast is nice *(R)

*(R) = reverse scored items

Bron: (Zeki & Romaya, 2008)

De volgende stellingen gaan over het gedrag dat u zou kunnen vertonen na de ervaring met vliegtuigmaatschappij Fly Fast. Wat gaat u doen na het bovenstaande scenario?

Er volgen nu 21 stellingen.

U kunt aangeven in hoeverre u het eens of oneens bent met de stellingen.

De antwoordmogelijkheden variëren van 1: *helemaal mee oneens* tot 5: *helemaal mee eens*.

(Avoidance)

1. I refrain from buying X's products or using its service
2. I reject X services or products
3. I avoid buying the brand's products/using its service
4. I do not use products of brand X

(Vindictive complaining)

I complained to the firm to.....

5.give a hard time to the representatives
6. ... be unpleasant with the representatives of the company
7. ... make someone from the organization pay for their services

(Marketplace aggression)

8. I have damaged property belonging to the service firm.
9. I have deliberately bent or broken the policies of the firm.
10. I have showed signs of impatience and frustration to someone from the firm.
11. I have hit something or slammed a door in front of (an) employee(s).

(To slander)

12. I denigrated the service firm to my friends
13. When my friends were looking for a similar service, I told them not to buy from the firm
14. I try to influence a lot of people in not purchasing this brand
15. I spread negative word-of-mouth about the company or service firm
16. I complained to an antibrand website to make public the behaviors and practices of the firm
17. I complained to an antibrand website to report my experience to other consumers
18. I complained to an antibrand website to spread the word about my misadventure

(Inertia)

Als ik dit zou meemaken, dan is de kans groot dat ik.....

19. To undertake no action
20. To do nothing
21. To just leave it

Bronnen: (Van Delzen, 2014), (Jonson, 2014), (Grégoire et al., 2010), (Salvatori, 2007)

De volgende stellingen gaan over vergevingsgezindheid.

Er volgen nu 25 stellingen.

U kunt aangeven in hoeverre u het eens of oneens bent met de stellingen.

De antwoordmogelijkheden variëren van 1: *helemaal mee oneens* tot 5: *helemaal mee eens*.

1. I can't stop thinking about how I was wronged by this person *(R)
2. I wish for good things to happen to the person who wronged me
3. I spend time thinking about ways to get back at the person who wronged me *(R)
4. I feel resentful toward the person who wronged me *(R)
5. I avoid certain people and/or places because they remind me of the person who wronged me *(R)
6. I pray for the person who wronged me
7. If I encountered the person who wronged me I would feel at peace
8. This person's wrongful actions have kept me from enjoying life *(R)
9. I have been able to let go of my anger toward the person who wronged me
10. I become depressed when I think of how I was mistreated by this person *(R)
11. I think many of the emotional wounds related to this person's wrongful actions have healed.
12. I feel hatred when whenever I think about the person who wronged me *(R)
13. I have compassion for the person who wronged me
14. I think my life is ruined because of this person's wrongful actions *(R)
15. I hope the person who wronged me is treated fairly by others in the future.
16. People close to me think I hold a grudge too long. *(R)
17. I can forgive a friend for almost anything.
18. If someone treats me badly, I treat him or her the same. *(R)
19. I try to forgive others even when they don't feel guilty for what they did.
20. I can usually forgive and forget an insult.
21. I feel bitter about many of my relationships. *(R)
22. Even after I forgive someone, things often come back to me that I resent. *(R)
23. There are some things for which I could never forgive even a loved one. *(R)
24. I have always forgiven those who have hurt me.
25. I am a forgiving person.

*(R) = reverse scored items

Bron items: 1-15: The forgiveness scale (FS): (Rye et al., 2001)

Bron items: 16-25: Trait Forgivingness Scale (TFS): (Berry & Worthington, 2001)

Nu volgen er alleen nog een paar algemene stellingen en vragen

In the scenario I contacted the servicedesk employee(s) in the following manner:

☐ Online

☐ Offline

In the scenario I was alone with the servicedesk employee(s):

☐ Correct

☐ Uncorrect

In the scenario I was treated kindly by the servicedesk employee(s):

☐ Correct

☐ Uncorrect

What is your gender?

☐ Male

☐ Female

What is your age?

What is your highest education level?

☐ MAVO

☐ HAVO

☐ VWO

☐ Gymnasium

☐ MBO

☐ HBO

☐ WO

☐ Other.....

Bedankt voor het invullen van de enquête!

Indien u kans wilt maken op de waardebon, wilt u dan hieronder uw email adres invullen:

Appendix IV - Scales

1. PHS scale – passionate hate scale by Zeki & Romaya (2008)

- Brand X is awful
- I do not like brand X
- I have neutral feelings about brand X
- Brand X makes me feel upset
- I am indifferent to brand X
- I hate brand X
- Brand X makes me nervous
- I am disgusted by brand X
- I am totally angry about brand X
- I do not tolerate brand X and its company
- I am dissatisfied by brand X

2. Brand hate scales

Avoidance (van Delzen, 2014; Grégoire et al., 2010; Jonson, 2014)

- I refrain from buying X's products or using its service
- I reject X services or products
- I avoid buying the brand's products/using its service
- I do not use products of brand X

Vindictive complaining (van Delzen, 2014; Grégoire et al., 2010; Jonson, 2014)

I complained to the firm to.....

- ...give a hard time to the representatives
- ... be unpleasant with the representatives of the company
- ... make someone from the organization pay for their services

Marketplace aggression (van Delzen, 2014; Grégoire et al., 2010; Jonson, 2014)

- I have damaged property belonging to the service firm.
- I have deliberately bent or broken the policies of the firm.
- I have showed signs of impatience and frustration to someone from the firm.
- I have hit something or slammed a door in front of (an) employee(s).

To slander

Negative WOM (van Delzen, 2014; Grégoire et al., 2010; Jonson, 2014; Salvatori, 2007)

- I denigrated the service firm to my friends
- When my friends were looking for a similar service, I told them not to buy from the firm
- I always tell my friends about my feelings towards this brand
- I try to influence a lot of people in not purchasing this brand
- I spread negative word-of-mouth about the company or service firm
- I try to spread my hate for this brand

Online complaining (van Delzen, 2014; Grégoire et al., 2010; Jonson, 2014)

I complained to antibrand site....

- ..to make public the behaviors and practices of the firm
- ..to report my experience to other consumers
- ..to spread the word about my misadventure

3. FS scale = forgiveness scale by Rye et al. (2001)

- I can't stop thinking about how I was wronged by this person
- I wish for good things to happen to the person who wronged me
- I spend time thinking about ways to get back at the person who wronged me
- I feel resentful toward the person who wronged me
- I avoid certain people and/or places because they remind me of the person who wronged me
- I pray for the person who wronged me
- If I encountered the person who wronged me I would feel at peace
- This person's wrongful actions have kept me from enjoying life
- I have been able to let go of my anger toward the person who wronged me
- I become depressed when I think of how I was mistreated by this person
- I think many of the emotional wounds related to this person's wrongful actions have healed.
- I feel hatred when whenever I think about the person who wronged me
- I have compassion for the person who wronged me
- I think my life is ruined because of this person's wrongful actions
- I hope the person who wronged me is treated fairly by others in the future.

4. TFS scale = trait forgiveness scale by Berry et al. (2001)

- People close to me think I hold a grudge too long.
- I can forgive a friend for almost anything.
- If someone treats me badly, I treat him or her the same.
- I try to forgive others even when they don't feel guilty for what they did.
- I can usually forgive and forget an insult.
- I feel bitter about many of my relationships.
- Even after I forgive someone, things often come back to me that I resent.
- There are some things for which I could never forgive even a loved one.
- I have always forgiven those who have hurt me.
- I am a forgiving person.

Appendix V – Results pre-test

| Name | Scenario | Manipulation check | Verschillen opgemerkt scenario's | Comments |
|------------|----------|---|---|---|
| 1. Lya | 4 + 5 | Manipulatie check over scenario 5: -Excellent → correct -Offline → correct -Private → correct | Eerste scenario is online en onvriendelijk. De tweede direct en vriendelijk. | Er staat nergens dat de persoon in kwestie na het vriendelijk uitleg gekregen te hebben , zich hierin kan vinden en teleurgesteld maar zonder boosheid naar huis kan. |
| 2. Chris | 3 + 6 | Manipulatie check over scenario 6: -Excellent → correct -Offline → correct -Public → niet correct | In scenario 2: uitpraten en aandacht, serieus nemen van de klacht. Maar de regels worden ook toegepast. | Lay-out enquête veranderen |
| 3. Oscar | 2 + 7 | Manipulatie check over scenario 7: -Excellent → correct -Online → correct -Private → correct | Scenario 1: onbeschofte en klantonvriendelijke behandeling; nu op weg naar het klachtencentrum scenario 2: standaard antwoorden, medewerkster helpt u niet verder geeft geen info over waar je verder terecht kunt met je probleem | -Ik vind de 2 scenario's nogal zwak qua zinstructuur, en enigszins ongeloofwaardig. -De stellingen hebben soms niets te maken met het scenario (vergevingsgezindheid). -Sommige stellingen ongeloofwaardig. |
| 4. Robby | 1 + 8 | Moest scenario 8 gebruiken, maar heeft de M.C. ingevuld n.a.v. scenario 1. Wel geheel correct! (poor, offline, private). | De scenario's worden van twee verschillende intakes beleefd | - |
| 5. John | 6 + 8 | Manipulatie check over scenario 8: -Excellent → correct -Online → correct -Public → correct | Aan de balie t.o.v. online | -Vele vragen hadden geen relatie tot de scenario's. -Manier van invullen omslachtig. |
| 6. Jennie | 5 + 7 | Manipulatie check scenario 7: -Excellent → correct -Online → correct -Private → niet correct | Scenario 1: persoonlijk contact. Scenario 2: chatten met online service desk | - |
| 7. Jenneke | 2 + 4 | Manipulatie check scenario 4: -Poor → correct -Online → correct -Public → correct | De uitkomst en behandeling is in beide scenario's identiek, verschil is alleen face-to-face versus online contact. | - |

| | | | | |
|-------------|-------|--|---|---|
| 8. Joran | 1 + 3 | Manipulatie check scenario 3: -Poor → correct -Online → niet correct -Private → correct | Zowel online als offline contact zoeken. | -Het aantal stelling is vrij veel vond ik, waardoor veel op elkaar lijkt. -Niet duidelijk waar sommige stellingen betrekking op hadden (vergevingsgezindheid). |
| 9. Jennifer | 7 + 8 | Manipulatie check scenario 8: -Excellent → niet correct -Online → niet correct -Public → niet correct | Internet / telefonisch. Online: meerdere mensen betrokken in het gesprek, medewerker meldt zich af bij de discussie. Telefonisch: één op één. | -Ik merkte dat ik de vragen over het scenario eenvoudig kon invullen aangezien het over instrumenten ging. Wanneer er iets kapot aan is, kan dat 'echt' pijn doen... Wel vond ik het lastig om daarna het rijtje vanaf vraag 16 te beantwoorden. -Bij de scenario's kon ik mij inleven. Maar bij deze vragen vond ik dat lastiger.. automatisch vulde ik het vanuit mijn eigen perspectief in. |
| 10. Merel | 5 + 6 | Manipulatie check scenario 6: -Excellent → correct -Offline → correct -Public → correct | In scenario 2 vormde zich een rij en was ik niet alleen met de medewerkers, ook ging er een andere balie open en de ene dicht. In scenario 1 ging de balie dicht en ging er ook geen andere open. | -Een duidelijkere toelichting dat de vragen over vergevingsgezindheid in het algemeen zijn, niet per se voor scenario 2. -Sommige stellingen waren dubbel. |
| 11. Jessica | 3 + 4 | Manipulatie check scenario 4: -Poor → correct -Online → correct -Public → niet correct | In het tweede scenario was de chatbox anders ingericht, met meerdere mensen. | Ik snapte niet zo heel goed waarom er twee scenario's zijn, omdat de uitkomst van de scenario's hetzelfde zijn en de persoon even slecht is behandeld. |
| 12. Bart | 1 + 2 | Manipulatie check scenario 1: -Poor → correct -Offline → correct -Public → correct | - | -Te veel stellingen, veel zelfde vragen op een iets andere manier. -Onhandige manier van markeren antwoord. -Tijdsindicatie onrealistisch. Minstens 15 minuten |

Scenario 1: Poor + Offline + Private

Scenario 2: Poor + Offline + Public

Scenario 3: Poor + Online + Private

Scenario 4: Poor + Online + Public

Scenario 5: Excellent + Offline + Private

Scenario 6: Excellent + Offline + Public

Scenario 7: Excellent + Online + Private

Scenario 8: Excellent + Online + Public

Appendix VI – Results factor analysis brand hate behaviors

| | 1 | 2 | 3 | 4 | 5 | 6 |
|--|------|-------------|------|------|------|-------------|
| AV1: Van geen enkele dienst van Fly Fast meer gebruik zou maken | .871 | | | | | |
| AV2: Alle diensten van Fly Fast zou vermijden | .891 | | | | | |
| AV3: De diensten van Fly Fast volgende keer weer in gebruik zou nemen | .840 | | | | | |
| AV4: Alle diensten van Fly Fast zou weigeren | .762 | | | | | |
| VC1: Bij Fly Fast zou gaan klagen, al is het alleen maar om het de medewerkers moeilijk te maken | | | | | .733 | |
| VC2: Bij Fly Fast zou gaan klagen, al is het alleen maar om onvriendelijk terug te kunnen doen tegen de medewerkers | | | | | .872 | |
| VC3: Bij Fly Fast zou gaan klagen, om het iemand van de organisatie betaald te zetten | | | | | .735 | |
| MPA1: Eigendommen van Fly Fast zou vernielen | | | | .895 | | |
| MPA2: Mijn ongeduld en frustratie zou uiten tegen een medewerker van Fly Fast | | | | | | .743 |
| MPA3: De regels van Fly Fast expres zou overtreden | | | | .732 | | |
| MPA4: Geweld zou gaan gebruiken tegen een medewerker van Fly Fast | | | | .831 | | |
| TS1: Fly Fast zwart zou maken tegenover mijn vrienden | .488 | .419 | | | | |
| TS2: Zoveel mogelijk mensen zou proberen te beïnvloeden om de service van Fly Fast niet te gebruiken | .517 | .533 | | | | |
| TS3: Online zou gaan klagen om het gedrag van Fly Fast openbaar te maken | | .835 | | | | |
| TS4: Mijn vrienden zou afraden om met Fly Fast te reizen, indien zij op zoek zijn naar een goede vliegtuigmaatschappij | .697 | | | | | |
| TS5: Online zou gaan klagen om mijn ervaring met anderen te delen | | .850 | | | | |
| TS6: Negatieve mond-tot-mond reclame zou verspreiden over Fly Fast | .470 | .499 | | | | |
| TS7: Online zou gaan klagen om anderen te behoeden voor Fly Fast | | .826 | | | | |
| IN1: Geen actie zou ondernemen | | | .896 | | | |
| IN2: Niets zou doen | | | .906 | | | |
| IN3: Het erbij zou laten | | | .893 | | | |

Note. Factor loadings <.40 are not presented. **Boldfaced** item needs to be deleted. **Blue** items belong to that component.